

USAID/BENIN

**Results Review and
Resource Request (R4)
FY 2003**

30 MARCH 2001

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Released on or after Oct. 1, 2003

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LIST OF ACRONYMS

ABPF	Beninese Association for Family Health
AFR/SD	Africa Bureau Office of Sustainable Development
AIDS	Acquired Immune Deficiency Syndrome
AIM	AIDS Impact Model
AIMI	Africa Integrated Malaria Initiative
ATI	Appropriate Technology International
ATLAS	African Training Leadership for Advanced Skills
BASICS	Basic Support for Institutionalizing Child Survival
BHR/PVC	Bureau of Humanitarian Response/Private and Voluntary Cooperation
BINGOS	Benin Indigenous Non-Governmental Organizations Strengthening
CAP	Certificat d'Aptitude Pédagogique (<i>Primary School Teaching Certificate</i>)
CEP	Certificate d'Etudes Primaires (<i>Primary School Leaving certificate</i>)
CIMEP	Community Involvement in the Management of Environmental Pollution
CLEF	Children's Learning and Equity Foundations
CLUSA	Cooperative League of United States of America
CPR	Contraceptive Prevalence Rate
CRS	Catholic Relief Services
CSP	Country Strategic Plan
CYP	Couple Years Protection
DDE	Direction Départementale de l'Enseignement (<i>Regional Directorate of Education</i>)
DG	Democracy and Governance
DHS	Demographic and Health Survey
EONC	Emergency Obstetric and Neonatal Care
EHP	Environment Health Project
ETS	Expenditure Tracking System
EU	European Union
FHA/WCA	Family Health and AIDS/West and Central Africa program
FP	Family Planning
FPLM	Family Planning Logistics Management
FSN	Foreign Service National
FQL	Fundamental Quality Level
GER	Gross Enrollment Rate
GLOBE	Global Learning and Observations to Benefit the Environment
GOB	Government of Benin
GTZ	German Technical Cooperation
HPN	Health, Population, and Nutrition
IEC	Information, Education, Communication
IFES	International Foundation for Election Systems
IFESH	International Foundation for Education and Self Help
IGF	Inspector General's Office of the Ministry of Finance
IMCI	Integrated Management of Childhood Illnesses
IPPF	International Planned Parenthood Federation

IR	Intermediate Result
ITN	Insecticide Treated Nets
JHPIEGO	Johns Hopkins Program for International Education in Reproductive Health
KFW	German Development Agency
KAP	Knowledge, Attitude and Practice
MCDI	Medical Care Development International
MCH	Maternal and Child Health
MOE or	
MENRS	Ministry of Education and Scientific Research
MOF	Ministry of Finance
MOH	Ministry of Health
MPP	Mission Performance Plan
NDG	Network for Democratic Governance
NDI	National Democratic Institute
NGO	Non-Governmental Organization
NPA	Non Project Assistance
NPP	National Population Policy
OE	Operating Expense
ORS	Oral Rehydration Salts
ORT	Oral Rehydration Therapy
OYB	Operating Year Budget
PATH	Program for Appropriate Technology in Health
PDGG	Participatory Development and Good Governance
PENGOP	Primary Education NGO Project
PES	Policy Environment Score
P.L.480	U.S. Government food aid program
PNLS	Programme de Lutte Contre le SIDA (<i>National AIDS Control Program</i>)
POLICY	Policy Project of USAID Global Bureau, Center for Population, Health and Nutrition
PRIME	Primary Providers' Education and Training in Reproductive Health
PROSAF	Programme Intégré de Santé Familiale
PSC	Personal Services Contractor
PSI	Population Services International
PVO	Private Voluntary Organization
QA	Quality Assurance
R4	Resources Review and Resources Request
R & R	Results and Resources
RIG/Dakar	U.S. Regional Inspector General's Office in Dakar, Senegal
ROBS	Réseau des ONG Béninoises de Santé (<i>Beninese Health NGO Network</i>)
SO	Strategic Objective
SOAG	Strategic Objective Grant Agreement
SPIA	Strategic Plan for International Affairs
SPO	Special Objective
STI	Sexually Transmitted Infection
SUNY	State University of New York
TA	Technical Assistance

TMG	The Mitchell Group
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Fund
URC	University Research Corporation
USPVO	United States Private Voluntary Organization
VITA	Volunteers in Technical Assistance
WCA	West and Central Africa
WHO	World Health Organization

PART I

OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Overview and Factors Affecting Program Progress

Strategy Progress Summary: The USAID/Benin strategic program continues to make key and firm strides towards the achievement of its planned results in education, family health, and democracy and governance. Our results to date continue to bear out that investment in human resources, civil society participation and improved governance can greatly enhance efforts to improve the quality of life in Benin. Our goal of enduring economic and social progress, along with our strategic and special objectives in education, family health, and democracy and governance are consistent with and supportive of the Mission Performance Plan goals and the U.S. Strategic Plan for International Affairs. USAID/Benin's current strategy is due to end 2003. However, we are requesting an extension of the strategy to 2005 to enable us to bring to fruition the efforts we have initiated and to consolidate those results as we move into the next phase which is planned to begin in FY 2006.

Significant Changes: The USAID/Benin program has not experienced any significant changes to its strategic program. However, we have refined, with the approval of the AFR Bureau, the basic education results framework to ensure that the intended results are more appropriately in line with the specific targeted efforts we are making in primary education reform.

Major FY 2000 Program Achievements: In education, access to primary education is increasing as the gross enrollment rate shot up four percent to 81% in 2000. Two years into the primary education reform program, we are continuing to see important trends in the increasing quality of teacher instruction of pupils, the quality and availability of improved textbooks and workbooks, and the active participation of pupils in the classroom.

In health, key policies were adopted by the Government of Benin to improve the quality of child, maternal and neonatal health care, and are now being implemented in our zone of concentration in Northern Benin. USAID's participation in a multi-donor advocacy campaign, targeting high profile political and government leaders, paved the way for a significant budget increase for the national HIV/AIDS prevention program.

Under the democracy/governance program, the supreme audit institutions, especially the Office of Inspector General of the Ministry of Finance, are gaining increasing credibility in promoting and ensuring transparency and accountability in government operations. The Inspector General's Office has taken assertive and public stands on corruption issues, and its expertise and capacity is impressive, especially given the lack of adequate staff. We expect that their recent actions to increase trained staff, with USAID assistance, will expand their operation and coverage of government operations and increase transparency within the Government of Benin. Civil society participation and influence in government decision making is less than optimal although slowly increasing. However, USAID's assistance to NGOs to reinforce their management and advocacy capacity has resulted in organizations that are now able to receive public and international financing. These same organizations have much greater credibility with the communities they serve as well as with the Government of Benin and donors. As such they are the recipients of an increasing amount of funding. Private community initiatives are increasing among women, and

through parent associations, which are preparing these groups to have a greater say in local governance once government decentralization occurs.

Country Factors Influencing Program: Government decentralization is an important concern as it will enhance the sustainability of development efforts and results in Benin. USAID/Benin is already working at the local level in the provision of health and education services. However, decentralization can bring education and health, as well as other services, closer to the community and facilitate sustained local community participation in these important resource allocation decisions. Decentralization has been slow to occur since local elections have been postponed twice and are now anticipated to occur in August 2001. Ironically, Ministry of Health efforts to decentralize through the creation of health zones have diverted the attention of key health workers from other important health reform efforts since they are focused on developing new district plans and management structures. However, USAID strongly supports the decentralization of the health system, as well as the education system, recognizing that it will ultimately help assure the sustainability and efficiency of all health and education sector programs.

Overall Prospects for Progress: We expect continued progress towards our planned objectives and targets. With the start up of our planned activity to support the decentralization of education and health services, we envision greater involvement of civil society through government-civil society partnering. We believe this will have an iterative impact yielding greater Government accountability and improved public service.

However, the inadequate allocation and availability of school teachers and health workers, and key qualified civil service personnel, pose continuing constraints on the Government's efforts to improve on a sustainable basis access to and quality of primary education and health care. This also affects the Government's efforts to improve public management and curb corruption. Benin is operating under the third Structural Adjustment (now Poverty Reduction and Economic Growth) Credit, which has limited the expansion of the civil service. The Government is moving slowly on administrative and civil service reform that, if in place, would enable a rationale approach to recruitment, retention, training, and promotion of qualified civil service employees. The Government's reliance on the use of contract employees, especially as teachers, is a temporary band aid which will not enable the Government to sustain the important improvements that are being made in both the education and health sectors. The shortage of trained personnel also impacts the Government's efforts to bring transparency and accountability to public finance management as the number of trained auditors and other personnel at the Supreme Audit Institutions are few and inadequate to carry out the level of effort required for good public oversight. Reinforcement of these institutions is paramount to achieving good governance.

While we await concrete advances by the Government to implement decentralization, we will continue to focus on the rational use of human resources at the local, district and regional levels. Additionally, we will encourage greater partnership with community health management groups and with parent and teacher associations in the provision of health and education services.

Benin benefited from 3.5 billion CFA (approximately \$ 4.7 million) in debt relief in 2000, of

which a large portion was to be earmarked for increased spending in the social sectors. As a result, GOB decided to subsidize school fees for primary schools. Benin is making major strides to emphasize program planning in its budget process through performance based budgeting, articulating development priorities and resource utilization targets. We believe this emphasis will enable USAID as well as other donors to have a better sense of how national budgetary resources are working towards national development objectives. These objectives are expected to be precisely aligned in the Poverty Reduction Strategic Plan (PRSP) that is a requirement for debt relief through the Enhanced Highly Indebted Poor Countries (HIPC) and in the sector Medium Term Expenditure (five-year) Plans. The Government process for developing the PRSP, which requires widespread civil society consultation, has been somewhat slow and not well defined. Once developed, along with performance based budgets that are already in use, the PRSP should enable the Government to vigilantly track its own performance towards economic development and poverty reduction goals. We will continue to monitor the GOB's performance and expenditures towards their development objectives as they relate to the USAID/Benin program.

Lastly, the recent presidential elections on March 4, 2001, as in any country, could bring policy and program shifts, as well as changes in key ministerial personnel. Whereas we are not anticipating a major paradigm shift in development activities, we do anticipate a possible slowing down of efforts until the new administration is firmly in place.

PART II
RESULTS REVIEW BY STRATEGIC OBJECTIVE

USAID/BENIN

Strategic Objective Name: More children receive, on an equitable basis, a basic education, which prepares them for productive roles in society, **680-001-01**

Self Assessment: Meeting Expectations.

Summary: The program supports Agency objective, “Human capacity built through education and training”. It aids the Mission Performance Plan goal of economic development to “contribute to the achievement of a strengthened human resource base, specifically through equitable access to quality primary education, technical training, and other programs.” The Mission joins with the Ministry of Education (MENRS), grantees, and contractors to achieve five intermediate results (IRs): (1) Improved key pedagogical systems and inputs for delivery of a quality basic education; (2) Increased Equity of Access to primary schools; (3) Maintained adequate financing for primary education; (4) Increased civil and government participation in basic education; and (5) Improved institutional capacity for educational planning, management and accountability. Significant improvement in access and quality of educational materials and instruction has been achieved. The ultimate customers are 940,000 primary school children nationwide compared to 845,000 the year before.

Key Results: The production and distribution of textbooks for grade two students led to the achievement of a ratio of one textbook in French and Math per two students and one workbook in French and Math per student for second grade students. Access to primary school is increasing as gross enrollment increased to 81% in 2000. Girls’ enrollment increased from 61% to 66% in 2000 – a percentage increase higher than for boys. The program also contributed to increasing community involvement in the education system.

Performance and Prospects: Since 1991, USAID has been the principal donor in primary education. USAID’s sustained efforts have resulted in improved teaching and learning conditions. As a measure of education quality, this year the Mission has decided to drop the primary exam pass rate because it does not appropriately reflect quality. The Mission will continue to collect pass rate data and seek how best to measure learning. The promotion rate was chosen as a replacement. The promotion rate increased from 62% in 1998 to 67% in 1999 while the repetition rate diminished from 26% to 25%. In correlation with the two rates, the drop-out rate diminished from 12% in 1998 to 7% in 1999. Greater improvement of these rates should be noticed in 2000 and the following years to reflect Mission’s emphasis on internal efficiency, and progressive extension of the reform program throughout the primary system.

IR 1: Improved key pedagogical systems and inputs for delivery of a quality basic education. During FY 2000, the reform of the primary education system in Benin entered its second year of expansion to reach grade two. Technical assistance provided by the Mitchell Group to coordinate the development of curriculum, the training of teachers and the development and production of textbooks and other training materials, helped improve the quality of education. A total of 340,000 textbooks and 680,000 workbooks were developed and produced in Benin for grade two students in the 4,500 primary schools. Textbook and workbook production was undertaken by two local companies that have gained experience, strengthened their capacity, and increased their ability to print pedagogical materials. The distribution of these books was

coordinated by the Ministry of Education with the involvement of parents. USAID will continue to support the expansion of the reform program to cover progressively all six grades, adding one grade per year and to achieve the Fundamental Quality Level (FQL) norms in pedagogical materials, sanitation, and quality of classroom instruction and learning.

Over 15,000 teachers-- inspectors school directors and grade one and grade two teachers-- received training on using the interactive teaching and learning strategy developed under the new program. Teacher support networks were strengthened and education system management in the 18 school districts is improving where IFESH has trained 6,000 teachers. Management improvements were further supported by IFESH's training of all 82 school inspectors and 62 student inspectors in leadership skills. In the areas where IFESH works, an evaluation indicated that 84% of the teachers have well prepared lesson plans compared to 43% in non-IFESH areas. Also, 53 % of the students in IFESH areas felt free to express their opinion during class compared to 21% in other areas.

The sanitary environment has been improved in 380 primary schools with the construction of nearly 600 latrines and safe water facilities. MCDI and IFESH worked with and trained 1,500 teachers in sanitation and hygiene using the problem solving approach in classrooms. MCDI's activities have been extended to 865 schools to benefit 108,000 children. Environmental education through the GLOBE program (benefiting 6,500 students) and student environmental clubs, created through the U.S. Peace Corps have furthered student environmental awareness.

In technical skills training, quality of and access to non-traditional training is increasing, which is enabling students to transform the socio-economic conditions of their communities. The two new Songhai technical skills training centers are now entirely operational. Songhai provided short-term training in agro-related enterprises to 300 students and medium-term training to 243 students. Songhai offers students access to modern communication services, including Internet.

IR 2: Increased Equity of Access to primary schools: Girl's enrollment increased from 61% in 1999 to 66% in 2000. Performance exceeded expectations as the Network for the Promotion of Girl's Education was emerging from operational difficulties. The enrollment increase in 1999 is due to largely to continued efforts by World Education who informed parents of the benefits of sending girls to school and increased school access with the construction and refurbishment of 453 classrooms. The Mission's support of the U.S. Peace Corps girls mentoring activity, "Take our Daughters to Work", also played a role. Amidst the difficulties, the girls' network performed beyond expectations. Throughout the country, it conducted a number of successful sensitization campaigns, targeting low enrollment areas. The Network also awarded grants to NGOs to promote girl's enrollment and retention. Robust efforts by the girl's network, along with new USAID activities with PVOs and the Peace Corps, should result in further growth in low enrollment areas. The announcement by the Government to subsidize schools fees for the 2000/2001 school year will benefit both girls and boys.

IR 3: Maintained adequate financing for primary education and IR5: Improved institutional capacity for educational planning, management and accountability: The Ministry of Education has improved its resource allocation and utilization with USAID's regular assistance to education and finance officials. Aided by enhanced transparency and accountability

supported by the USAID/Benin Democracy/Governance program, the Ministry of Education has improved financial procedures, and a few financial operations have been decentralized. The Minister of Education should submit an annual management report to the Chamber of Account of the Supreme Court. The Ministry of Education adopted a new financial procedure manual. Key staff will receive training to ensure adequate implementation of the new procedures. The Ministry of Education also used the FQL (Fundamental Quality Level) planning tool to determine resources for schools. The World Bank Public Expenditure and Reform Credit program is also contributing to improved resource planning and management through the Government's adoption of performance based budgeting. USAID will continue to work with GOB to improve the allocation, management and disbursement of education resources. The allocation of sufficient resources for the program is necessary as it weighs heavily on the success of the primary education reform program in Benin.

IR 4: Increased civil and government participation in basic education: About 1,200 parents associations, representing nearly 40% of the primary schools in Benin, have benefited from USAID's assistance. They are now active in their schools in areas such as planning operations, property management, classroom refurbishment and construction, and school enrollment. CRS' establishment of school cantines with PL 480 Title II resources has stimulated greater community participation in primary schools.

Possible Adjustments to Plans: Due to a management information, USAID/Benin revised its education results to better reflect targeted efforts to improve primary education in Benin. Revised indicators and targets are included in Annex 2. The transition of students, who have learned under the reformed primary education system, to the secondary school remains an issue. The Ministry of Education has proposed enlarging the definition of primary school beyond grade six. USAID/Benin has initiated a policy dialogue with the government on these issues, as well as other reform issues. Meanwhile, we are financing training in new pedagogical skills for secondary school teachers who have students who have learned in the new primary system.

Other Donor Programs: The World Bank contributes to education quality through the financing of pedagogical materials and in-service teacher training. UNICEF supports girl's education through community awareness campaigns. Japan, the Islamic Development Bank, the Organization of Petroleum Countries, and the European Union's school construction programs contribute to increased school access. France provides assistance in secondary and higher education and to the support staff that includes teachers and inspectors.

Major Contractors and Grantees: The Mitchell Group: technical assistance to MENRS to implement the primary education reform program; World Education: parents association-strengthening; MCDI: health education in primary schools; IFESH: in-service training and pedagogical support to teachers; U.S. Peace Corps: girls mentoring; SONGHAI: technical skills training; two additional grantees will also joins effort to promote girl schooling.

Performance Data Table 1

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis			
APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Gross Enrollment Rate (GER)			
UNIT OF MEASURE: Percent SOURCE: MOE Statistical Table INDICATOR DESCRIPTION: Number of children in primary school divided by the number of Beninese children between the ages of six and eleven, expressed as ratio. COMMENTS: Mission revised planned figures because actual figures have been exceeding projections since 1998. Additional revisions may be needed next year.	YEAR	PLANNED	ACTUAL
	1997 (B)		73
	1998	72	76
	1999	73	77
	2000	80	81
	2001	83	
	2002	86	
	2003	88	

Performance Data Table 2

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis			
APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Primary School Promotion Rate (girls:boys, total)			
UNIT OF MEASURE: Percent SOURCE: MOE Statistical Table INDICATOR DESCRIPTION: Percentage students in a cohort passing from one grade to another. COMMENTS: The Ministry has recently implemented a policy of automatic promotion from grade 1 to 2. These students will not be included. The promotion rate is the average of promotion rates by grade. Data are only available at the end of the school years and there is a one year time lag in reporting.	YEAR	PLANNED	ACTUAL
	1997(B)		65:68 67
	1998		61:63 62
	1999	61:63 62	67:67 67
	2000	63:65 64	
	2001	64:66 65	
	2002	65:67 66	
	2003	66:68 67	

Performance Data Table 3

STRATEGIC OBJECTIVE 1			
APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: Improved Key Pedagogical Systems and Inputs for Delivery of a Quality Basic Education			
INDICATOR: Primary School repetition rate (girls: boys; total)			
UNIT OF MEASURE: Percent SOURCE: MENRS Statistical Table INDICATOR DESCRIPTION: Student repetition rate COMMENTS: The student repetition rate is the average repetition rate per grade. Data for the 1999-2000 school year will only be available at the end of the 2000-2001 school year. Next year, we will no longer report national repetition rate. Promotion rate already indicates approximately where retention stands. Therefore, we plan to report on Fundamental Quality Level (FQL) norms as indicated in Annex 2.	YEAR	PLANNED	ACTUAL
	1997		26:25 (Girls:Boy) 26
	1998	26:25 (G:B) 25	26:26(G:B) 26
	1999	22:21(G:B) 22	26:25(G:B) 25
	2000	21:20 (G:B) 20	
	2001	17:16 (G:B) 17	
	2002	15:15 (G:B) 15	
	2003	15:15(G:B) 15	

Performance Data Table 4

STRATEGIC OBJECTIVE 1: More children receive, on an equitable basis, a basic education which prepares them for productive roles in society APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: Increased Equity of Access to Primary Schools			
INDICATOR: Gross Enrollment Rate for girls and boys and the percent girl/total			
UNIT OF MEASURE: Percent SOURCE: MENRS Statistical Table INDICATOR DESCRIPTION: Number of children in school compared to the total number of children between the ages of 6 and 11. COMMENTS: Mission revised planned figures because actual figures have been exceeding projections since 1998. Additional revisions may be needed next year. For each year, the first number is the GER for girls and the second is the GER for boys. Below the two GERs is the percent of girls as total gross enrollment. Despite the advances in increasing girl's enrollment, a wide enrollment gap still exists between girls and boys. By 2003 girls will only account for 43% of total number of children enrolled in school.	YEAR	PLANNED	ACTUAL
	1997		53:83(Girls:Boys) 37.2
	1998	60:78(G:B) 43.5	60:91(G:B) 38.3
	1999	62:78(G:B) 43.5	61:91(G:B) 38.4
	2000	64:92(G:B) 40.4	66:95(G:B) 40.5
	2001	69:92(G:B) 41.4	
	2002	73:99(G:B) 42.3	
	2003	75:100(G:B) 42.8	

USAID/BENIN

Strategic Objective Name: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment, 680-002-01

Mission Self-Assessment: Meeting expectations.

Summary: This Strategic Objective is linked to Agency Objective 4: World's population stabilized and human health protected, and to the Mission Performance Plan goal to improve health and health services. The objective responds to low use of public health services due to poor quality, limited access and lack of product availability. The intermediate results are: improved policy environment; increased access to family health services and products; improved quality of health management systems and services; and increased demand for, and practices supporting use of, family health services, products and prevention measures. Family health includes family planning (FP), maternal/child health (MCH), and prevention of sexually transmitted infections (STIs) and HIV/AIDS. Beneficiaries include children under five, women of childbearing age, and groups at risk of being infected with HIV and other STIs.

The Mission has noted improvements in all four intermediate results. Most impressive have been changes in the policy environment, including increased government attention to the HIV/AIDS problem, and the development of a national strategy for health information-education-communication (IEC), with USAID's support. Improved policies also have laid the groundwork for improvements in health services and utilization. New policies concerning community-based services have led to increased access, and adoption of the quality assurance approach and dissemination of family health protocols and norms have contributed to improved quality of services. In FY 2000, USAID/Benin used Child Survival and Disease (CSD) funds to finance activities in malaria prevention and HIV/AIDS education; social marketing of condoms, oral rehydration salts (ORS) and insecticide-treated nets (ITNs); and an environmental health activity for diarrheal disease prevention. Development Assistance (DA) funds were used to support procurement of contraceptives; improve the national contraceptive logistics system; strengthen the health NGO network; and support social marketing of contraceptives. Both CSD and DA funds were used to support PROSAF (*Promotion Intégrée de Santé Familiale*), the Mission's principle bilateral integrated family health activity, targeting the Borgou Region of Northern Benin.

Key Results: This year, improvements in the policy environment were demonstrated by improved policy environment scores (PES) for FP and HIV/AIDS. The PES, a composite indicator measuring various policy-related factors, increased in FP from 50/100 in 1999 to 59/100 in 2000. The continued dissemination of family health policies and norms, supported through DA funds, contributed to increased acceptance of FP at the political level, despite major resistance from the Catholic Church. For HIV/AIDS the PES increased from 60 to 62. This increase is due, in part, to the process of strategic planning undertaken by the National AIDS Control Program this year, financed in part by USAID with CSD funds. Other improvements, including a major increase in the national budget for AIDS control, from less than \$325,000 in 2000 to about \$2.9 million for 2001 took place after the PES data was collected. The implications of this increase on the policy environment for HIV/AIDS will be reflected in next year's PES. (Last year, the Mission reported that it would add a data table on quality of services in this R4. After reviewing this year's advances in the policy arena, the PES indicator seemed a

better measure of the program's progress.) USAID's support of the health system's decentralization with both DA and CSD funds contributed to another key result—increased capacity in planning and management, characterized by the development of operational plans by regional health teams, health district teams and community health management committees. To increase customer satisfaction with services, these plans were developed in a bottom-up manner, with plans developed in communities contributing to those developed at higher levels. The transfer of skills in data collection and use to Ministry of Health (MOH) counterparts reinforced planning and management capacity. Child mortality surveillance systems were established in two of Benin's six regions through a USAID CSD-funded activity, allowing the MOH to better track the impact of Integrated Management of Childhood Illnesses (IMCI) and other health initiatives.

Utilization of most key family health products increased significantly this year, as indicated by sales data from the social marketing program, financed with both DA and CSD funds. Thanks to improved marketing and better supply (and not to increases in the number of cases of diarrhea), sales of ORS tripled this year to 3,091,560 packets in 2000, despite an increase in the price of the packets designed to improve cost recovery and ensure a more sustainable supply. The sales of oral contraceptives were nearly double last year's sales, reaching 69,960 cycles. An injectable contraceptive (Depo-Provera) was introduced in 2000, improving the range of choices available to women. This year's condom sales were slightly lower than last year's (5.8 million compared to 6.2 million), due to the growing pains of a new, more sustainable distribution strategy that relies solely on commercial networks and wholesalers.

Performance and Prospects: In year 2000, the Family Health Team completed its performance monitoring plan and PROSAF conducted its baseline Knowledge, Attitudes & Practices (KAP) survey in the Borgou Region. Survey results included a contraceptive prevalence rate of 8.7%, up from 2.5% in 1996 (DHS), and an exclusive breastfeeding rate of 52.2%, up from 19% in 1996. These improvements are due, in part, to successful activities such as FP promotion and nutrition education supported by USAID in the region since 1997 by various partners. CRS community-based nutrition IEC activities, funded with P.L. 480 Title II resources, also contributed to the improved exclusive breastfeeding rates witnessed in the Borgou, as well as to increased community commitment to participation in local health service provision. In 2001, USAID will support Benin's second Demographic and Health Survey. Over the next several years, USAID will contribute to improved coordination of HIV/AIDS control activities through support to the national program; a decentralized health sector; and full implementation of IMCI.

IR No. 1: Improved policy environment. Several national policy decisions supported by USAID will impact quality of services. Training modules for emergency obstetric and neonatal care (EONC) developed by USAID were adapted at the national level, adopted as the national curriculum, and a competency-based reproductive health program was introduced at the national medical school. USAID partners convinced the MOH to accept community-based distribution of chloroquine, which will improve malaria case management. Support of the national health NGO network has led to increased capacity and credibility, and the network has now become a valued partner for the MOH—signaling improved cooperation between the public and private sectors.

IR 2: Increased access to family health services and products. Access to socially marketed family health products increased with more sales points created in year 2000, surpassing targets

for most products. Targets for ORS sales points have been scaled down temporarily until the product price is raised to attain full cost recovery. In the Borgou, PROSAF helped lay the foundation for the establishment of a medical depot that will allow the Borgou to maintain its own stock of essential drugs and supplies. Supplying condoms to keep up with the growing demand in Benin has been a struggle for USAID. Negotiations have been held with KFW, the German development agency, which has agreed to begin purchasing condoms by 2002. Access to improved hygiene continues to increase with the construction of latrines and improvements in water sources supported by the Environmental Health Project and Medical Care Development International's school health activity (supported by the Mission's Basic Education Team).

IR 3: Improved quality of management and services. In 2000, PROSAF introduced the quality assurance (QA) approach in the Borgou. Regional and district health management teams developed plans for implementing QA in health facilities based on weaknesses identified in last year's assessment. In one district where QA is being applied, clients report more satisfaction with the services they receive. After observing QA in the Borgou, the MOH became interested in using the approach at the national level, and organized orientation sessions with TA from USAID. PROSAF continues to develop tools and models that can be used throughout Benin. The new EONC training curriculum, developed with support from PRIME II, addresses key factors in maternal mortality. These new materials, along with newly adapted IMCI training materials, will be used by PROSAF, AIMI and others to train health agents and improve quality of care. Quality of services in pharmacies also improved throughout Benin, as indicated by studies that show improved communication skills among pharmacy clerks trained by USAID partners.

IR 4: Increased demand for and practices supporting use of services, products and prevention measures. In 2000, PROSAF gathered essential baseline data that will be used to track key indicators. The 2001 DHS will provide comparison figures to the 1996 DHS, allowing the Mission to measure changes in demand.

Possible Adjustments to Plans: In 2001, a new Beninese President will be elected, a new Minister of Health will be appointed, and local elections will be held. These events will have an impact on priorities, opportunities and constraints in the health sector. USAID/Benin is prepared to respond to changing circumstances as necessary, and has geared up to support decentralization of the health sector through a new activity. In addition, now that the government has completed its HIV/AIDS strategic plan, the Mission can launch its planned activities.

Other Donor Programs: WHO and UNICEF are major partners of USAID, collaborating on IMCI and Roll Back Malaria. The World Bank has developed a major new HIV/AIDS activity to begin in 2001. In the Borgou, USAID continues to work closely with the Swiss and Germans. USAID is also collaborating with the French, especially on AIDS and malaria control.

Major Contractors and Grantees: PROSAF is implemented by University Research Corporation (URC), with subcontracts to PATH, CLUSA and the local International Planned Parenthood Federation affiliate. Global Bureau programs funded in FY 2000 included AIDSMark (PSI), FPLM/DELIVER, PRIME II, POLICY Project, BASICS, AIMI and EHPII. Catholic Relief Services' Title II/FFP and Africare's BHR/PVC child survival program also contribute to the family health strategic objective.

Performance Data Table 1

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 3: Sales of socially marketed products			
UNIT OF MEASURE: Units, Annual, Disaggregated by product SOURCE: PSI reports LEVEL: National INDICATOR DESCRIPTION: Sales of individual units of condoms, ORS packets, cycles of oral contraceptives, insecticide treated nets (ITNs), retreatment kits, and injectables during calendar year (Jan.-Dec.) COMMENTS: This indicator is a proxy for measuring use of family health products on the assumption that increased sales of family health products indicates increased use of those products. Condoms: Due to a change to a more sustainable distribution strategy for PRUDENCE in FY2000, targets for subsequent years have been reevaluated and revised to reflect a more realistic rhythm for product sales given the new strategy. Oral rehydration salts (ORS): The price of ORASEL has been increased to near full cost recovery. Targets from FY 2001 on have been readjusted based on actual sales in FY 2000 and because, as the price nears full cost recovery (and re-supply is no longer an issue), a more aggressive distribution strategy will be implemented. Oral contraceptives (OCs): HARMONIE is sold through the private sector, which is expected to grow by about 15%/year. HARMONIE is expected to maintain its market share. Therefore, based on actual sales in FY2000, targets for subsequent years have been increased accordingly. Insecticide-treated nets (ITNs): Based on actual sales in FY 2000, SUPERMOUSTIQUAIRE targets for subsequent years have been increased. ITN retreatment kits: National promotion of ALAFIA retreatment kits began in 2000. Based on actual sales in FY2000, targets for subsequent years have been increased. Injectables: Sales of Depo Provera, sold under the brand name EQUILIBRE, started later than planned (June 2000). Based on experience in other countries, sales are expected to grow at approximately 24% annually. Targets have therefore been readjusted, based on the expected growth rate and on initial experience with product sales and distribution.	YEAR	PLANNED	ACTUAL
	1996		Condoms: 2,291, 456 ORS: 1,302, 290
	1997		Condoms: 2, 879, 760 ORS: 1,734, 645
	1998	Condoms: 3,500,000 ORS: 1,750,000 OCs: 15,000 ITNs: 3,000	Condoms: 3,794, 298 ORS: 1,781,010 OCs: 10, 380 ITNs: 2,808
	1999	Condoms: 4,800,000 ORS: 2,000,000 OCs: 25,500 ITNs: 16,500 Retreatment kits:10,000	Condoms: 6,246,717 ORS: 685,740 OCs: 36,120 ITNs: 9,855 Retreat. Kits: 4,025
	2000	Condoms: 6,500,000 ORS: 2,200,000 OCs: 36,500 ITNs: 25,500 Retreatment kits:15,000 Injectables: 6,500	Condoms: 5,827,896 ORS: 3,091,560 OCs: 69,960 ITNs: 33,302 Retreat. Kits: 30,788 Injectables: 1,584
	2001	Condoms: 6,000,000 ORS: 3,600,000 OCs: 75,600 ITNs: 39,300 Retreatment kits:33,600 Injectables: 8,400	
	2002	Condoms: 6,300,000 ORS: 4,800,000 OCs: 86,400 ITNs: 45,000 Retreatment kits:38,400 Injectables: 14,400	
	2003	Condoms: 6,600,000 ORS: 6,000,000 OCs: 94,800 ITNs: 47,400 Retreatment kits:45,600 Injectables: 20,400	

Performance Data Table 2

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 1: Improved Policy Environment			
INDICATOR 1: Policy Environment Score (PES)			
UNIT OF MEASURE: Score, Disaggregated by policy area SOURCE: POLICY Project survey report Level: National INDICATOR DESCRIPTION: Composite indicator of score ranging from 0 (poor environment) to 100 (positive environment) for each subject. The score is based on strengths and weaknesses in political support, policy formulation, organizational structure, legal and regulatory environment, GOB program resources, program components, and evaluation and research. COMMENTS: The Policy Environment Score (PES) is a composite indicator designed to measure the level of support and changes that take place as a result of policy activities related to family planning and HIV/AIDS. The sum of all the weighted category scores is the total PES. The final score can range from 0 to 100, with 100 indicating an ideal policy environment. The PES is administered as a survey to key respondents. All respondents have some knowledge of family planning and HIV/AIDS policies and they are chosen to represent various viewpoints. They include representatives from the MOH, NGOs, universities, reproductive health programs and international donors. Last year, baseline data on 1998 was collected simultaneously with data on 1999 in order to detect perceived changes in the policy environment from 1998 to 1999.	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998 (B)		FP: 45 HIV/AIDS: 56
	1999		FP: 50 HIV/AIDS: 60
	2000	FP: 55 HIV/AIDS: 65	FP: 59 HIV/AIDS: 62
	2001	FP: 60 HIV/AIDS: 70	
	2002	FP: 65 HIV/AIDS: 75	
	2003	FP: 70 HIV/AIDS: 80	

Performance Data Table 3

OBJECTIVE: Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 2: Increased Access to Services and Products			
INDICATOR 1: Sales points for socially marketed products			
UNIT OF MEASURE: Sales points (cumulative), Disaggregated by product SOURCE: PSI activity reports LEVEL: National INDICATOR DESCRIPTION: Sales points include wholesalers and retailers that purchase products from PSI for re-sale. Socially marketed products include: Prudence (condoms), Orasel (ORS), Harmonie (OCs), Equilibre (Depo Provera injectables), SuperMoustiquaire (ITNs), and Alafia (retreatment kits). COMMENTS: All baseline and target information prior to 1999 are ESTIMATES. Condoms: PRUDENCE sales points range from pharmacies to bars and market sellers. Based on experience with other commercial sector products and distribution networks, the maximum number of outlets that can be maintained for PRUDENCE is approximately 14,500. Oral contraceptives (OCs): Points of sale for HARMONIE are currently limited to pharmacies and pharmaceutical outlets. If more pharmacies are created, there will be room for additional growth. Oral Rehydration Salts: To date, distribution of ORASEL has been limited to the private sector pharmaceutical network and public health centers. Once the price reaches cost recovery, distribution will be extended to additional outlets. Targets have been adjusted based on this anticipated new distribution strategy following increase in sales price. Insecticide-Treated Nets (ITNs): SuperMoustiquaire is sold through pharmacies and pharmaceutical outlets, retail outlets and community-based distribution. Targets have been increased based on actual performance in FY2000, but growth is still expected to be limited due to the high price of carrying the product to retailers. ITN retreatment kits: ALAFIA distribution is currently tied to SuperMoustiquaire to establish product credibility and take advantage of economies of scale. Targets have been increased based on actual performance in FY2000. Injectables: EQUILIBRE was added to the mix products in 2000. Targets have been increased based to reflect that certain depot pharmacies, and not just regular pharmacies, will also be carrying the product. Like HARMONIE, if more pharmacies are created, there could be room for more growth. *Benin has a total of 125 pharmacies and approximately 100 pharmaceutical outlets.	YEAR	PLANNED	ACTUAL
	1996		Condoms: 2,000 ORS: 0
	1997		Condoms: 2,500 ORS: 0
	1998		Condoms: 5,488 ORS: 500 OCs: 100 ITNs: 41
	1999	Condoms: 7,500 ORS: 1,000 OCs: 1000 ITNs: 25	Condoms: 6,907 ORS: 150 OCs: 140 ITNs: 252 Retreat. Kits: 137
	2000	Condoms: 10,000 ORS: 2,000 OCs: 150 ITNs: 150	Condoms: 14,068 ORS: 527 OCs: 148 ITNs: 453 Retreat. Kits: 453 Injectables: 69
	2001	Condoms: 14,500 ORS: 575 OCs: 175 ITNs: 566 Retreat. Kits: 566 Injectables: 100	
	2002	Condoms: 14,500 ORS: 600 OCs: 175 ITNs: 600 Retreat. Kits: 600 Injectables: 130	
	2003	Condoms: 14,500 ORS: 1,500 OCs: 175 ITNs: 625 Retreat. Kits: 625 Injectables: 140	

USAID/Benin

Special Objective Name: Improved Governance and Reinforced Democracy, **680-003-01**

Self-Assessment: Exceeding expectations.

Summary: The SpO aims to increase the participation of civil society in national decision making; promote transparency and accountability; improve the environment for decentralization through private and local initiatives; and assist the legislature in efforts to make it more independent and representative. Designed to be crosscutting, the SpO supports our basic education and family health objectives. The SpO is linked to the Agency's goal, "Democracy and Good Governance Strengthened" as well as Agency sub-goals 2.2 Credible Electoral Processes, 2.3 Politically Active Civil Society, and 2.4. Accountable Government Institutions. The program supports the Benin Mission Performance Plan (MPP) democracy goal to "consolidate Benin's nascent democracy, improve good governance, and deepen respect for human rights." The entire Beninese population is the ultimate beneficiary of the SpO. Intermediate beneficiaries are local Non-governmental Organizations (NGOs), the National Assembly, the Supreme Audit Institutions (SAI) including the Ministry of Finance (MOF), and the executive branch of the GOB.

Key Results: Mechanisms to ensure Government accountability and transparency are stronger. The number of public accounts audited and approved by the Government exceeded its target. Auditors in the Inspector General's Office (IGF), including 13 newly recruited auditors, are demonstrating advanced technical capacities as a result of USAID-funded training. Through our assistance to the National Assembly, the legislature has become more keenly aware of its own empowerment and has become proactive in assuming its role of checks and balances on the executive. The legislators revised the electoral code to redefine the role of the Permanent Secretariat of the Electoral Commission to make it operational and apolitical. Local private initiatives are increasing. Through the introduction of modernized appropriate technology, an increasing number of small-scale Beninese farmers improved their revenues (\$97,782 saved on the use of the domestic stove and \$135,317 in new income was generated in the palm industry in year 2000) and expressed interest in diversifying their indigenous farming activities. The number of micro-loans provided to poor women by USAID's partner bank, 85% of all loans, exceeded the planned target of 80% while improving poor women's capacity to generate new income. USAID/Benin has succeeded in raising the management performance of all 55 NGOs who received assistance under the BINGOS (Benin Indigenous NGO Strengthening) activity that ended in December 2000. All 55 NGOs met the standard for transparency and accountability.

Performance and Prospects: USAID continued its key role in assisting GOB efforts in electoral reform, strengthening civil society organizations and reinforcing the legislature, while complementing the efforts of other donors to consolidate democracy and governance. Maintaining the current CSP funding level, already at a modest level, is critical for USAID/Benin to continue achieving its results that are linked to enhancing performance in the education and health sectors.

IR 1 Increased Participation of Civil Society in National Decision Making: Overall, the BINGOS activity reached its objectives and targets. Since its beginning in 1994, many NGOs benefited from training to improve the capacities and skills of their members and staff in areas of professionalism, and governance. In 2000, the number of direct NGO beneficiaries of BINGOS

increased from 45 to 55, all of whom successfully improved their performance. Trained NGOs continue to mobilize additional funding from other donors and the Government showing that they are trustworthy. To insure sustainability of activities, USAID will continue working with the NGO Network for Democratic Governance (NDG) an offspring of the BINGOS activity. The NDG was created to allow NGOs to maintain and improve their performance in promoting democracy and governance. USAID assistance will allow NDG to coordinate its efforts in local and national advocacy. To support decentralization, USAID will continue working with BINGOS NGOs and other national civil society organizations to improve collaboration between civil society and local officials, particularly on health and education issues. An assessment of the impact of NGO actions on health and education sectors is planned for 2001.

IR 2: Strengthened Mechanisms to Promote Transparency and Accountability: The increasing performance of government audit institutions and civil-society anti-corruption actions is bearing fruit. Public awareness of corruption issues is rising following a series of hearings on corruption, sponsored by USAID and organized by a local NGO. Primary and secondary schools were associated with the awareness campaign through their participation in writing contests on corruption in school and its impact on society. Other contests were launched to encourage journalists to investigate corruption cases. Under a Memorandum of Understanding between USAID/Benin, RIG/Dakar and the Benin IGF auditors, IGF auditors began assessing USAID activities, using U.S. audit standards. These auditors are gaining greater credibility in assuring public accountability. USAID is now working to improve the English level of Inspectors, to enable them to write audit reports for RIG/Dakar's use and quality control review. USAID will continue to support anti-corruption activities by helping civil society groups to draft anti-corruption laws and assisting the Chamber of Accounts' to change its status to an independent audit agency. USAID will place greater emphasis on legislative efforts and on assisting institutions to bring cases of corruption to prosecution.

IR 3: Improved Environment for Decentralized, Private and Local Initiatives: Productive economic activity is important for achieving greater civil participation in governance. USAID contributes to this by providing micro-loans to disadvantaged groups, transferring appropriate technology to artisans, small-scale farmers and local development groups, and using parents' associations for promotion of these activities. With the introduction of the domestic fuel-saving stove, hybrid palm trees, efficient palm-oil presses, and garden pumps, local groups and individuals have increased their income base substantially (\$660,489 total). In the next three years, based on availability of funds, we will explore the promotion of other technologies, such as high yield potatoes and sunflower oil in the northern region of Benin. In collaboration with parents' associations, local development associations are experimenting with the hybrid palm tree. Selected school farms are used as showcases to attract farmers and others in the community. Schools plan to use the income generated from the sale of the palm fruit to cover school charges. CRS's village banking activity, under the PL 480 Title II program, supported the improvement of the living standards of very poor clients in villages through disbursement of 4,859 micro loans totaling \$210,506 to 2,852 clients who saved \$20,061 of their revenues; 93% of these are women. With supplementary funds mobilized during the year, the USAID-supported micro-finance institution opened a third branch in the city of Porto-Novo in the southeast region of Benin. Based on availability of funds, USAID intends to ensure the financial autonomy of its local partner, and provide technical assistance to other local micro-credit

institutions to advocate for an improved micro-finance regulatory and policy environment. USAID plans to begin a crosscutting decentralization activity to prepare the central government to better assume its leadership role in this process and reinforce the capacity of local officials to provide services, especially health and education.

IR 4: A Strengthened, More Independent and Representative Legislature : The Benin National Assembly Strengthening program started during the reporting period. Through its assistance, a legislative reform committee was formed within the Benin National Assembly to ensure a successful reform of the Benin legislature. For the first time, the technical and administrative staff were consulted and participated in legislative reform training, which led to greater awareness of legislators of the important role the professional staff play in the reform. Due to preparations for the March 4, 2001 presidential elections, legislators were distracted from the reform. However, USAID focused on administrative staff strengthening during this period. USAID initiated an assessment of the Benin multi-party system, which was completed during FY 2000, and which recommended a series of measures to improve the political party charter. A new bill, based on these recommendations, has been submitted to the National Assembly. The proposed charter, if passed, will set standards for establishing political parties and contribute to improving the political environment in Benin. For the March 2001 presidential election, USAID plans to assist the Chamber of Accounts of the Supreme Court to improve compliance with campaign financing rules by training political parties to prepare and submit their campaign budget and financial statement in a timely manner according to the regulations. USAID will assist civil society to organize and broadcast debates on current issues and conduct civic education to discourage vote buying during elections. An important step in enlarging access to the political arena was achieved through the development of a political platform by women NGOs. This USAID-funded activity will continue next year with an awareness campaign geared toward sensitizing rural women on the contents of the platform and promoting their participation in politics and development through women NGO networks.

Possible Adjustments : The decreasing availability of DG resources is a continuing dilemma for our linchpin DG program. A decreasing budget might require rethinking our strategic approach and would result in a loss to our overall USAID/Benin program.

Other Donor Programs: The Swiss Cooperation, as the coordinator of Democracy and Governance partners, supports primarily local initiatives. Germany intervenes in decentralization, civic education and assists the National School of Administration. Denmark funds NGO local initiatives, decentralization and private sector activities. France supports rule of law and administrative and financial reforms. The World Bank assists in anti-corruption, financial reform and micro finance. The European Union helps in decentralization and financial reform, while Canada contributes to administrative reform and improving the private sector environment. UNDP coordinates electoral assistance and is involved in public administration, Internet and micro finance.

Principal Grantees or Institutional Contracts: PVO partners are AFRICARE, Enterprise Works (ATI), SUNY, IFES and NDI. Beninese partners are the National Assembly, Inspector General of Ministry of Finance, the Chamber of Accounts, the Mission of Decentralization, and NGOs such as Transparency International and Vital Finance.

Performance Data Table 1

Objective Name: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Increased participation of civil society in national decision-making			
Indicator: Number of BINGOS NGOs that scored over 50% in transparency and honesty			
Unit of measure: Total count per year	Year	Planned	Actual
Source: BINGOS Evaluation Report of May 2000	1998	8	8
Indicator Description: Actual number of BINGOS NGOs: -whose credibility enables them to mobilize financial resources -are engaged in running transparent, accountable operations -have distinct organs with governance and executive roles, that are fully operational	1999	33	41
	2000	45	55
	2001	--	
	2002	--	
	2003	--	
Comments: The BINGOS program ended on December 31, 2000. Objectives and targets set for this activity were achieved. For this reason, the Mission plans to replace this indicator with a new one which will reflect the Mission’s intervention in decentralization, with emphasis on NGOs implication in local decision-making.			

Performance Data Table 2

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Strengthened Mechanisms to promote transparency and accountability			
Indicator: Number of public accounts audited annually by Supreme Audit Institutions			
Unit of measure: total count per year	Year	Planned	Actual
Source: Chamber of Accounts and Office of the Inspector General of Finance annual activity reports.	1999	42	54
Indicator Description: Number of public accounts audited annually by the SAI (Office of the Inspector General of Finance and the Chamber of Accounts) for which audit reports have been approved by the government	2000	75	77
	2001	109	
	2002	127	
Comments	2003	137	

Performance Data Table 3

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Improved environment for decentralized private and local initiatives			
Indicator: Percentage of loans issued by USAID-funded micro-credit institutions serving very poor women			
Unit of measure: Percentage per year	Year	Planned	Actual
Source: VITA/Micro-bank Management Information System	1998	--	--
Indicator Description: Percentage of loans issued to very poor women within disadvantaged communities whose assets are less than \$333.	1999	--	80%
	2000	80%	85%
	2001	80%	
Comments: The previous version of this indicator measured the percentage of poor beneficiaries including poor women. The revised version measures only the percentage of very poor women as described above. The fall and stagnancy in projections for 2001/2002 and 2003/2004 are due to the fact that the local micro-finance institution VITAL-FINANCE, created from the VITA (USPVO) activity will solely manage the activity as of 2001. Given its limited institutional capacity the local institution may not be able to continue at the same pace as VITA. We believe that with USAID's institutional support and technical assistance, VITAL-FINANCE will make gradual progress towards reaching the VITA cutoff figure	2002	80%	
	2003	82%	

Performance Data Table 4

Objective Name: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization : USAID/Benin	
Result Name: A strengthened, more independent and representative legislature			
Indicator: Percentage of total number of laws initiated annually by the National Assembly			
Unit of measure: percentage per year	Year	Planned	Actual
Source: National Assembly Law Repertory	1999	--	--
Indicator Description: Percentage of laws initiated by parliamentarians over the total number of laws voted annually by the National Assembly.	2000	--	4%
	2001	5%	
	2002	8%	
Comments: The previous indicator used to measure this result, “Number or % of bills/resolutions amended or initiated by the National Assembly,” did not measure the legislators’ improved deliberative capacities. This new indicator, for which trends are set at 3% per year, seems more appropriate.	2003	11%	

PART III
RESOURCE REQUEST

Rationale for FY 2003 Resources: Benin has made consistent economic gains, maintaining a stable macro-economic framework, improvements in education and health, and a vibrant and stable democracy since 1990. USAID/Benin's assistance has been instrumental in these accomplishments and will play a pivotal role in realizing the objectives of Benin's forthcoming Poverty Reduction Strategic Plan, especially in the health and education sectors. For this reason, among others, we are requesting a two-year extension of our current CSP from 2003 to 2005.

Our funding request is based on our estimate of resources required to continue our strategy through 2005, at our CSP planned annual level of \$16 million. USAID/Benin has prudently managed its resources and has brought its pipeline under control as per the 2002 R4. In FY 2000, USAID/Benin reduced its pipeline by \$10.2 million, bringing it to 16 months of forward funding at the end of FY 2000, which is within Agency parameters. By the end of FY 2003, we project a pipeline of less than five months of projected expenditures. Future funding at our CSP level of \$16 million is critical. We are also requesting as additive, \$750,000 ESF (\$950,000 as alternative) in FY 2002 and \$950,000 in FY 2003 to finance key activities related to the first local elections. P.L. 480 Title II (\$4,177,620 in FY 2002/ \$4,611,468 in FY 2003) will complement the program.

1. Strategic Objective (680-001)—Education: Expenditures in education are accelerating, reflecting the progressive expansion of the new reform program to the primary schools of Benin. Priority reform activities include teacher training and development and production of pedagogical materials and textbooks for children. USAID will also focus on increased girl's school enrollment, community involvement in education, and improved management of the primary education system at the central and local levels. Since 1998 the annual OYB for education has dropped from the CSP level of \$7 million to 5.7 in 2000 and 2001. Similar levels in coming years will seriously affect the program. We are requesting the CSP approved funding level of \$7million.

2. Strategic Objective (680-002)—Family Health: The SO has made major contributions to the increase in contraceptive use, malaria control, pre-service training of doctors, and the introduction of integrated family health care. However, the successful implementation of these programs will be jeopardized by increasing budget cuts, such as the 5% cut in FY 2001 and 5% proposed cut in FY 2002 in DFA funds. To ensure that benefits are achieved from our investments, USAID/Benin is requesting \$7 million in FY 2003 and is requesting a change to \$7 million in FY 2002, which represents the CSP budget level.

3. Special Objective (680-003)—Democracy/Governance: Starting FY 2002, the negative effects of the continually shrinking DG funding will start to affect achievement of DG objectives if the CSP funding of \$2 million is not restored. Our request of \$2 million will enable us to continue: (1) supporting civil society advocacy activities; (2) ensuring micro finance access to disadvantaged persons; (3) transferring appropriate technologies to local entrepreneurs and farmers; (4) fighting against corruption; (5) strengthening the Benin legislature; and (6) carrying out plans to support government decentralization. ESF \$950,000 will support first time local elections in Benin.

Workforce: The Mission is in the process of reshaping the workforce in response to the reduced USDH staff level. Training is being expanded for mid-level and senior professionals, and individuals are being empowered to assume greater responsibilities through stretch assignments.

Unfortunately, the Mission's efforts are being hampered by an unfavorable retention trend among professional FSNs. Those FSNs that were expected to fill the void left by the loss of USDH staff are now being pulled away by comparator firms offering better pay. Recruitment and training of new recruits to fill mid-level and senior FSN positions will require a significant outlay of time and resources. However, every effort is being made to stay within the headcount levels projected in the last R4. The USDH staffing level will also remain constant, although the mission may have to re-spar one or two positions to allow for desired but unavailable skills.

Operating Expense and Resource Request: The biggest impact on the Mission's FY 2001 operating expense budget has been the creation of a new health unit to serve U.S. agency staff at post. The prior health unit, which was operated by the Peace Corps, is now only authorized to provide service to the Peace Corps volunteers. The impact on the Mission's ICASS bill has been dramatic, doubling in size from \$155,127 at mid-year FY 2000 to the current provisional ICASS bill of \$309,066 for FY 2001.

In addition to the health unit, several other cost line items are having an impact on the FY 2001 OE budget. Due to safety and security concerns, it has been necessary to travel via Europe to neighboring countries resulting in significant increases in the Mission's training travel costs. Office furniture and equipment has reached the end of its useful life, and has had to be replaced. As a result of a security assessment conducted at post, it has been necessary to purchase fixed security equipment for the residences and office buildings. Lastly, due to a significant gap between the dates of departure and arrival at post of a controller, the Mission will need to fund USPSC controller coverage.

In FY 2002, the Mission intends to replace its existing telecommunications system. The PBX telephone system has become a critical procurement item because the Mission's volume of business far exceeds the capacity of current equipment. However, in order to fund improvements in the Mission's communication system, we will once again have to delay the purchase of energy saving appliances for the residences and office.

Current plans are to purchase energy saving air conditioners for the residences, and a little over half of the energy saving air conditioners needed for the office in 2003. The air conditioners to be replaced were installed in the Mission in 1994, and are overdue for replacement. If the Mission receives the funds requested for 2003, it will be possible to purchase all the energy saving air conditioners, as well as energy saving lamps, for both the residences and office in 2003. Additional requested funds in 2003 are to be used for the replacement of three vehicles purchased in early 1998, a required upgrade in the VSAT system, corresponding transportation/freight charges for the above items, and the implementation of delayed office renovations.

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY: Benin									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society									
CSD	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment									
CSD	2,433	1,505	100	0	0	0	0	828	0
Other	0	0	0	0	0	0	0	0	0
	2,433	1,505	100	0	0	0	0	828	0
SPO#680-003-01: Improved Governance and Reinforced Democracy									
CSD	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,433	1,505	100	0	0	0	0	828	0
Total Other	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	2,433	1,505	100	0	0	0	0	828	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY: Benin									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment									
CSD	2,700	1,800	100	0	0	0	0	800	
Other	0								
	2,700	1,800	100	0	0	0	0	800	0
SPO#680-003-01: Improved Governance and Reinforced Democracy									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0	0	0	0	0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,700	1,800	100	0	0	0	0	800	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	2,700	1,800	100	0	0	0	0	800	

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY: Benin									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment									
CSD	2,300	1,450	100	0	0	0	0	750	0
Other	0								
	2,300	1,450	100	0	0	0	0	750	0
SPO#680-003-01: Improved Governance and Reinforced Democracy									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,300	1,450	100	0	0	0	0	750	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	2,300	1,450	100	0	0	0	0	750	

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY: Benin									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment									
CSD	2,205	1,505	100	0	0	0	0	600	0
Other	0								
	2,205	1,505	100	0	0	0	0	600	0
SPO#680-003-01: Improved Governance and Reinforced Democracy									
CSD	0	0	0	0	0	0	0	0	0
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,205	1,505	100	0	0	0	0	600	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	2,205	1,505	100	0	0	0	0	600	

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Benin
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	18,820	5,720	0	0	5,720	0	0	0	0	0	0	0	0	14,919	9,621
Field Spt	158	0	0	0	0	0	0	0	0	0	0	0	0	158	0
	18,978	5,720	0	0	5,720	0	0	0	0	0	0	0	0	15,077	9,621
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	5,707	4,301	0	0	0	0	1,288	1,180	228	1,605	0	0	0	4,869	5,139
Field Spt	5,737	2,375	0	0	0	0	950	425	600	400	0	0	0	5,737	2,375
	11,444	6,676	0	0	0	0	2,238	1,605	828	2,005	0	0	0	10,606	7,514
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	2,532	1,485	0	0	0	0	0	0	0	0	0	0	1,485	1,859	2,158
Field Spt	246	0	0	0	0	0	0	0	0	0	0	0	0	246	0
	2,778	1,485	0	0	0	0	0	0	0	0	0	0	1,485	2,105	2,158
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	27,059	11,506	0	0	5,720	0	1,288	1,180	228	1,605	0	0	1,485	21,647	16,918
Total Field Support	6,141	2,375	0	0	0	0	950	425	600	400	0	0	0	6,141	2,375
TOTAL PROGRAM	33,200	13,881	0	0	5,720	0	2,238	1,605	828	2,005	0	0	1,485	27,788	19,293

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	1,485
HCD	5,720
PHN	6,676
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	3,723
CSD Program Total	10,158
TOTAL	13,881

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Benin
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	9,621	6,624	0	0	6,624	0	0	0	0	0	0	0	0	10,324	5,921
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9,621	6,624	0	0	6,624	0	0	0	0	0	0	0	0	10,324	5,921
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	5,139	4,696	0	0	0	0	1,591	1,300	200	1,605	0	0	0	5,816	4,019
Field Spt	2,375	2,080	0	0	0	0	580	500	600	400	0	0	0	2,375	2,080
	7,514	6,776	0	0	0	0	2,171	1,800	800	2,005	0	0	0	8,191	6,099
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	2,158	923	0	0	0	0	0	0	0	0	0	0	923	2,285	796
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2,158	923	0	0	0	0	0	0	0	0	0	0	923	2,285	796
SO 4:															
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	16,918	12,243	0	0	6,624	0	1,591	1,300	200	1,605	0	0	923	18,425	10,736
Total Field Support	2,375	2,080	0	0	0	0	580	500	600	400	0	0	0	2,375	2,080
TOTAL PROGRAM	19,293	14,323	0	0	6,624	0	2,171	1,800	800	2,005	0	0	923	20,800	12,816

FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	923
HCD	6,624
PHN	6,776
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	3,094
CSD Program Total	11,229
TOTAL	14,323

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Benin
 Approp: DA/CSD
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	9,621	6,850	0	0	6,850	0	0	0	0	0	0	0	0	10,550	5,921
Field Spt	0	150			150										150
	9,621	7,000	0	0	7,000	0	0	0	0	0	0	0	0	10,550	6,071
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	5,139	4,740	0	0	0	0	1,640	900	200	2,000				5,816	4,063
Field Spt	2,375	2,260					760	650	550	300				2,375	2,260
	7,514	7,000	0	0	0	0	2,400	1,550	750	2,300	0	0	0	8,191	6,323
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	2,158	2,000	0	0	0	0	0	0	0	0	0	0	2,000	2,285	1,873
Field Spt		0													0
	2,158	2,000	0	0	0	0	0	0	0	0	0	0	2,000	2,285	1,873
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	16,918	13,590	0	0	6,850	0	1,640	900	200	2,000	0	0	2,000	18,651	11,857
Total Field Support	2,375	2,410	0	0	150	0	760	650	550	300	0	0	0	2,375	2,410
TOTAL PROGRAM	19,293	16,000	0	0	7,000	0	2,400	1,550	750	2,300	0	0	2,000	21,026	14,267

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	2,000
HCD	7,000
PHN	7,000
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	4,400
CSD Program Total	11,600
TOTAL	16,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Benin
 Approp: DA/CSD
 Scenario:

FY 2003 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	5,921	6,850	0	0	6,850	0	0	0	0	0	0	0	0	10,657	2,114
Field Spt	0	150			150										150
	5,921	7,000	0	0	7,000	0	0	0	0	0	0	0	0	10,657	2,264
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	4,019	6,000	0	0	0	0	1,945	1,255	600	2,200	0	0	0	6,232	3,787
Field Spt	2,080	1,000					650	350						2,080	1,000
	6,099	7,000	0	0	0	0	2,595	1,605	600	2,200	0	0	0	8,312	4,787
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	796	2,000	0	0	0	0	0	0	0	0	0	0	2,000	1,473	1,323
Field Spt		0													0
	796	2,000	0	0	0	0	0	0	0	0	0	0	2,000	1,473	1,323
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	10,736	14,850	0	0	6,850	0	1,945	1,255	600	2,200	0	0	2,000	18,362	7,224
Total Field Support	2,080	1,150	0	0	150	0	650	350	0	0	0	0	0	2,080	1,150
TOTAL PROGRAM	12,816	16,000	0	0	7,000	0	2,595	1,605	600	2,200	0	0	2,000	20,442	8,374

FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	2,000
HCD	7,000
PHN	7,000
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)

DA Program Total	4,595
CSD Program Total	11,405
TOTAL	16,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Benin
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral		0					0	0						0	0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral		400					200	200						400	0
Field Spt		0												0	0
	0	400	0	0	0	0	200	200	0	0		0	0	400	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	370	750											750	720	400
Field Spt		0												0	0
	370	750	0	0	0	0	0	0	0	0		0	750	720	400
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	370	1,150	0	0	0	0	200	200	0	0		0	750	1,120	400
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	370	1,150	0	0	0	0	200	200	0	0		0	750	1,120	400

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	750
HCD	0
PHN	400
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (ESF only)

ESF Program Total	1,150
TOTAL	1,150

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Benin
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	400	750											750	900	250
Field Spt		0													0
	400	750	0	0	0	0	0	0	0	0		0	750	900	250
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	400	750	0	0	0	0	0	0	0	0		0	750	900	250
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	400	750	0	0	0	0	0	0	0	0		0	750	900	250

FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	750
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (ESF only)

ESF Program Total	750
TOTAL	750

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Benin
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	400	950										0	950	1,100	250
Field Spt		0													0
	400	950	0	0	0	0	0	0	0	0		0	950	1,100	250
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	400	950	0	0	0	0	0	0	0	0		0	950	1,100	250
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	400	950	0	0	0	0	0	0	0	0		0	950	1,100	250

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	950
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (ESF only)

ESF Program Total	950
TOTAL	950

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Benin
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	250	750											750	750	250
Field Spt		0													0
	250	750	0	0	0	0	0	0	0	0		0	750	750	250
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	250	750	0	0	0	0	0	0	0	0		0	750	750	250
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	250	750	0	0	0	0	0	0	0	0		0	750	750	250

FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	750
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (ESF only)

ESF Program Total	750
TOTAL	750

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Accessing Global Bureau Services Through Field Support and Buy-Ins: ALT							
Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Benin	Global Bureau	Benin	Global Bureau
SO2	AIDSMARK (936-3090.03)	HIGH	1 YEAR		1,000		-
SO2	IMPROVE PERFORMANCE OF PRIME PROVIDERS IN REPRODUCTIVE HEALTH (PRIME): (936-3093.01)	HIGH	1 YEAR		500		500
SO2	Health Policy & System Strengthening Project (HPSS) (936-3104.01)	HIGH	1 YEAR		180		170
SO2	POPULATION LEADERSHIP FELLOWS (936-5970.03)	HIGH	1 YEAR		200		250
SO2	AFRICA INTEGRATED MALARIA INITIATIVES (AIMI): 936-5994.01	HIGH	1 YEAR		300		300
SO2	ATLAS (698-0475.80)	MEDIUM	1 YEAR		80		80
SO1	ATLAS (698-0475.80)	MEDIUM	1 YEAR		150		150
GRAND TOTAL.....				0	2,410	0	1,450

* For Priorities use high, medium-high, medium, medium-low, low

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Benin	Global Bureau	Benin	Global Bureau
SO2	AIDSMARK (936-3090.03)	HIGH	1 YEAR		900		-
SO2	IMPROVE PERFORMANCE OF PRIME PROVIDERS IN REPRODUCTIVE HEALTH (PRIME): (936-3093.01)	HIGH	1 YEAR		500		500
SO2	Health Policy & System Strengthening Project (HPSS) (936-3104.01)	HIGH	1 YEAR				170
SO2	POPULATION LEADERSHIP FELLOWS (936-5970.03)	HIGH	1 YEAR		200		250
	AIMI (936-5994.04)	HIGH	1 YEAR		400		
SO2	ATLAS (698-0475.80)	MEDIUM	1 YEAR		80		80
SO1	ATLAS (698-0475.80)	MEDIUM	1 YEAR				150
GRAND TOTAL.....				0	2,080	0	1,150

* For Priorities use high, medium-high, medium, medium-low, low

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FY 2001 Budget Request by Program/Country

Fiscal Year: 2001
Approp: PL 480 Title II
Scenario:

Program/Country: Benin

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral		563			563		0	0						0	0
Field Spt		0												0	0
	0	563	0	0	563	0	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral		1,920						1,920							0
Field Spt		0												0	0
	0	1,920	0	0	0	0	0	1,920	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral		1,279		1,065									214	0	0
Field Spt		0												0	0
	0	1,279	0	1,065	0	0	0	0	0	0		0	214	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	3,762	0	1,065	563	0	0	1,920	0	0		0	214	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	3,762	0	1,065	563	0	0	1,920	0	0	0	0	214	0	0

FY 2001 Request Agency Goal Totals

Econ Growth	1,065
Democracy	214
HCD	563
PHN	1,920
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (PL-480 II only)

PL -480 TITLE II	1,279
	2,483
TOTAL	3,762

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002
Approp: PL 480 Title II
Scenario:

Program/Country: Benin

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	0	621			621		0							0	0
Field Spt		0												0	0
	0	621		0	621	0	0	0	0	0		0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	0	2,136						2,136						0	0
Field Spt		0												0	0
	0	2,136		0	0	0	0	2,136	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	0	1,421		1,182									239	0	0
Field Spt		0												0	0
	0	1,421		1,182	0	0	0	0	0	0		0	239	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	4,178	0	1,182	621	0	0	2,136	0	0		0	239	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	4,178	0	1,182	621	0	0	2,136	0	0		0	239	0	0

FY 2002 Request Agency Goal Totals

Econ Growth	1,182
Democracy	239
HCD	621
PHN	2,136
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (PL-480 II only)

PL -480 TITLE II	1,421
	2,757
TOTAL	4,178

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Benin
 Approp: PL 480 Title II
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO#680-001-01: More Children Receive, on an Equitable Basis, a Basic Education which Prepares them for Productive Roles in Society															
Bilateral	0	683			683									0	0
Field Spt			0	0	683	0	0	0	0	0	0	0	0	0	0
	0	683	0	0	683	0	0	0	0	0	0	0	0	0	0
SO#680-002-01: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment															
Bilateral	0	2,360						2,360						0	0
Field Spt		0												0	0
	0	2,360	0	0	0	0	0	2,360	0	0		0	0	0	0
SPO#680-003-01: Improved Governance and Reinforced Democracy															
Bilateral	0	1,568		1,304									264	0	0
Field Spt		0												0	0
	0	1,568	0	1,304	0	0	0	0	0	0		0	264	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	4,611	0	1,304	683	0	0	2,360	0	0		0	264	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	4,611	0	1,304	683	0	0	2,360	0	0	0	0	264	0	0

FY 2003 Request Agency Goal Totals

Econ Growth	1,304
Democracy	264
HCD	683
PHN	2,360
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (PL-480 II only)

PL -480 TITLE II	1,568
	3,043
TOTAL	4,611

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

Org__USAID/Benin____ End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire		1						1	2	1	1				4	5
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1					2	5	5	13	26				44	49
Subtotal	2	2	0	0	0		2	6	7	14	27	1	0	0	49	55
Program Funded 1/																
U.S. Citizens	1							1							0	1
FSNs/TCNs	6	3					4	13							0	13
Subtotal	7	3	0	0	0		4	14	0	0	0	0	0	0	0	14
Total Direct Workforce	9	5	0	0	0		6	20	7	14	27	1	0	0	49	69
TAACS								0							0	0
Fellows		1						1							0	1
NEPs								0							0	0
Subtotal	0	1	0	0	0		0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	9	6	0	0	0		6	21	7	14	27	1	0	0	49	70

Washington and Overseas Workforce Tables

Org__USAID/Benin____ End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire		1						1	2	1	1				4	5
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1					2	5	5	13	26				44	49
Subtotal	2	2	0	0	0		0	6	7	14	27	1	0	0	49	55
Program Funded 1/																
U.S. Citizens	1							1							0	1
FSNs/TCNs	6	3					4	13							0	13
Subtotal	7	3	0	0	0		4	14	0	0	0	0	0	0	0	14
Total Direct Workforce	9	5	0	0	0		6	20	7	14	27	1	0	0	49	69
TAACS								0							0	0
Fellows								1							0	1
IDs								0							0	0
Subtotal	0	1	0	0	0		0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	9	6	0	0	0		6	21	7	14	27	1	0	0	49	70

Washington and Overseas Workforce Tables

Org_ USAID/Benin End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1							1	2	1	1				4	5
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1					2	5	5	13	26				44	49
Subtotal	2	2	0	0	0		2	6	7	14	27	0	0	0	48	54
Program Funded 1/																
U.S. Citizens	1							1							0	1
FSNs/TCNs	6	3					3	12							0	12
Subtotal	7	3	0	0	0		3	13	0	0	0	0	0	0	0	13
Total Direct Workforce	9	5	0	0	0		5	19	7	14	27	0	0	0	48	67
TAACS								0							0	0
Fellows	1							1							0	1
IDIs								0							0	0
Subtotal	0	1	0	0	0		0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	9	6	0	0	0		5	20	7	14	27	0	0	0	48	68

Washington and Overseas Workforce Tables

Org__USAID/Benin____ End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire		1						1	2	1	1				4	5
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1					2	5	5	13	26				44	49
Subtotal	2	2	0	0	0		2	6	7	14	27	0	0	0	48	54
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs	6	3					3	12							0	12
Subtotal	7	3	0	0	0		3	13	0	0	0	0	0	0	0	13
Total Direct Workforce	9	5	0	0	0		5	19	7	14	27	0	0	0	48	67
TAACS								0							0	0
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	0	1	0	0	0		0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	9	6	0	0	0		5	20	7	14	27	0	0	0	48	68

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: Benin	please fill in mission name
-----------------------	-----------------------------

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94				
Support Management				
EXO - 03	1	1	1	1
Controller - 04	1	1	1	1
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50	1	1	1	1
Education - 60				
Total	5	5	5	5

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/Benin		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No:		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	97.0		97.0	82.0		82.0	0.0		0.0	0.0		0.0
11.8	FN PSC Salaries	444.5		444.5	466.7		466.7	490.0		490.0	490.0		490.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	541.5	0.0	541.5	548.7	0.0	548.7	490.0	0.0	490.0	490.0	0.0	490.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	13.6		13.6	13.8		13.8	14.0		14.0	14.0		14.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	8.6		8.6	0.7		0.7	0.4		0.4	0.4		0.4
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits	90.5		90.5	80.0		80.0	0.0		0.0	0.0		0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0		0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	40.6		40.6	42.0		42.0	44.0		44.0	44.0		44.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	153.3	0.0	153.3	136.5	0.0	136.5	58.4	0.0	58.4	58.4	0.0	58.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

OPERATING EXPENSES

Org. Title: USAID/Benin		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No:		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	100.0		100.0	65.0		65.0	70.0		70.0	70.0		70.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	12.8		12.8	22.3		22.3	16.7		16.7	16.7		16.7
21.0	R & R Travel	18.2		18.2	15.2		15.2	20.0		20.0	20.0		20.0
21.0	Education Travel	2.9		2.9	3.2		3.2	3.4		3.4	3.4		3.4
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	23.0		23.0	25.0		25.0	27.0		27.0	27.0		27.0
21.0	Site Visits - Mission Personnel	19.0		19.0	21.0		21.0	22.0		22.0	22.0		22.0
21.0	Conferences/Seminars/Meetings/Retreats	25.0		25.0	35.0		35.0	30.0		30.0	30.0		30.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	5.0		5.0	6.0		6.0	6.0		6.0	6.0		6.0
	Subtotal OC 21.0	208.9	0.0	208.9	195.7	0.0	195.7	198.1	0.0	198.1	198.1	0.0	198.1
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	15.0		15.0	16.0		16.0	17.0		17.0	17.0		17.0
22.0	Home Leave Freight	16.5		16.5	31.5		31.5	30.3		30.3	30.3		30.3
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	23.9		23.9	22.6		22.6	15.5		15.5	55.4		55.4
22.0	Transportation/Freight for Res. Furniture/Equip.	0.7		0.7	0.8		0.8	21.3		21.3	27.3		27.3
	Subtotal OC 22.0	56.1	0.0	56.1	70.9	0.0	70.9	84.1	0.0	84.1	130.0	0.0	130.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	38.8		38.8	39.0		39.0	39.0		39.0	39.0		39.0
23.2	Rental Payments to Others - Warehouse Space	18.0		18.0	20.0		20.0	20.0		20.0	20.0		20.0
23.2	Rental Payments to Others - Residences	105.6		105.6	112.0		112.0	118.0		118.0	118.0		118.0

OPERATING EXPENSES

Org. Title: USAID/Benin												
Org. No:												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2	162.4	0.0	162.4	171.0	0.0	171.0	177.0	0.0	177.0	177.0	0.0	177.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	60.0		60.0	62.0		62.0	64.0		64.0	64.0		64.0
23.3 Residential Utilities	48.7		48.7	50.0		50.0	53.0		53.0	53.0		53.0
23.3 Telephone Costs	91.0		91.0	92.0		92.0	94.0		94.0	94.0		94.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs	7.0		7.0	7.0		7.0	8.0		8.0	8.0		8.0
23.3 Courier Services	2.5		2.5	2.6		2.6	2.7		2.7	2.7		2.7
Subtotal OC 23.3	209.2	0.0	209.2	213.6	0.0	213.6	221.7	0.0	221.7	221.7	0.0	221.7
24.0 Printing and Reproduction	12.5		12.5	13.0		13.0	13.5		13.5	13.5		13.5
Subtotal OC 24.0	12.5	0.0	12.5	13.0	0.0	13.0	13.5	0.0	13.5	13.5	0.0	13.5
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services	3.0		3.0	5.0		5.0	5.0		5.0	5.0		5.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	3.0	0.0	3.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	90.0		90.0	93.0		93.0	97.0		97.0	97.0		97.0
25.2 Residential Security Guard Services	90.0		90.0	92.0		92.0	96.0		96.0	96.0		96.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees	1.2		1.2	1.5		1.5	1.7		1.7	1.7		1.7
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities	2.5		2.5	1.0		1.0	1.0		1.0	1.0		1.0
25.2 Penalty Interest Payments	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
25.2 Other Miscellaneous Services	20.5		20.5	21.0		21.0	22.0		22.0	22.0		22.0
25.2 Staff training contracts	14.4		14.4	30.0		30.0	18.0		18.0	18.0		18.0
25.2 IT related contracts	5.0		5.0	10.0		10.0	8.0		8.0	8.0		8.0
Subtotal OC 25.2	224.8	0.0	224.8	249.7	0.0	249.7	244.9	0.0	244.9	244.9	0.0	244.9

OPERATING EXPENSES

Org. Title: USAID/Benin		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No:		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	309.1		309.1	324.6		324.6	340.8		340.8	340.8		340.8
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	309.1	0.0	309.1	324.6	0.0	324.6	340.8	0.0	340.8	340.8	0.0	340.8
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	26.5		26.5	28.0		28.0	30.0		30.0	30.0		30.0
25.4	Residential Building Maintenance	30.0		30.0	32.0		32.0	33.0		33.0	33.0		33.0
	Subtotal OC 25.4	56.5	0.0	56.5	60.0	0.0	60.0	63.0	0.0	63.0	63.0	0.0	63.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	6.0		6.0	15.0		15.0	8.0		8.0	8.0		8.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	14.3		14.3	15.0		15.0	16.0		16.0	16.0		16.0
25.7	Vehicle Repair and Maintenance	3.5		3.5	4.0		4.0	4.5		4.5	4.5		4.5
25.7	Residential Furniture/Equip. Repair and Maintenance	3.5		3.5	4.0		4.0	4.5		4.5	4.5		4.5
	Subtotal OC 25.7	27.3	0.0	27.3	38.0	0.0	38.0	33.0	0.0	33.0	33.0	0.0	33.0
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	105.3		105.3	107.8		107.8	110.0		110.0	110.0		110.0
	Subtotal OC 26.0	105.3	0.0	105.3	107.8	0.0	107.8	110.0	0.0	110.0	110.0	0.0	110.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	2.0		2.0	5.0		5.0	142.0		142.0	182.0		182.0
31.0	Purchase of Office Furniture/Equip.	107.0		107.0	12.0		12.0	82.0		82.0	160.0		160.0
31.0	Purchase of Vehicles			0.0			0.0			0.0	90.0		90.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	24.3		24.3	133.5		133.5	16.5		16.5	35.0		35.0
31.0	IT Software purchases	27.8		27.8	5.0		5.0	5.0		5.0	130.0		130.0
	Subtotal OC 31.0	161.1	0.0	161.1	155.5	0.0	155.5	245.5	0.0	245.5	597.0	0.0	597.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: USAID/Benin												
Org. No:												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings	30.0		30.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0 Building Renovations/Alterations - Office	29.0		29.0	10.0		10.0	5.0		5.0	50.0		50.0
32.0 Building Renovations/Alterations - Residential	10.0		10.0	0.0		0.0	10.0		10.0	10.0		10.0
Subtotal OC 32.0	69.0	0.0	69.0	10.0	0.0	10.0	15.0	0.0	15.0	60.0	0.0	60.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	2,300.0	0.0	2,300.0	2,300.0	0.0	2,300.0	2,300.0	0.0	2,300.0	2,742.4	0.0	2,742.4

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>1,265.0</u>		<u>1,325.0</u>		<u>1,330.0</u>
Exchange Rate Used in Computations	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0.0	0.0	0.0
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Organization: USAID/Benin

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate 650.0 650.0 650.0

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate 650.0 650.0 650.0

Cost of Controller Operations

Org. Title: USAID/Benin													
Org. No: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	20.0		20.0	0.0		0.0	0.0		0.0	0.0		0.0
11.8	FN PSC Salaries	157.9		157.9	161.7		161.7	165.9		165.9	165.9		165.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	177.9	0.0	177.9	161.7	0.0	161.7	165.9	0.0	165.9	165.9	0.0	165.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	0.0		0.0	0.4		0.4	0.0		0.0	0.0		0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits	12.0		12.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other FN PSC Benefits	11.1		11.1	11.4		11.4	11.7		11.7	11.7		11.7
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	23.1	0.0	23.1	11.8	0.0	11.8	11.7	0.0	11.7	11.7	0.0	11.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: USAID/Benin													
Org. No: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	26.0		26.0	16.9		16.9	17.2		17.2	17.2		17.2
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	3.0		3.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	0.0		0.0	0.0		0.0	3.8		3.8	3.8		3.8
21.0	R & R Travel	0.0		0.0	3.0		3.0	0.0		0.0	0.0		0.0
21.0	Education Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0.0		0.0	12.0		12.0	0.0		0.0	0.0		0.0
21.0	Site Visits - Mission Personnel	4.9		4.9	5.4		5.4	5.7		5.7	5.7		5.7
21.0	Conferences/Seminars/Meetings/Retreats	6.5		6.5	9.1		9.1	7.8		7.8	7.8		7.8
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	1.3		1.3	1.5		1.5	1.5		1.5	1.5		1.5
	Subtotal OC 21.0	41.7	0.0	41.7	47.9	0.0	47.9	36.0	0.0	36.0	36.0	0.0	36.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	15.0		15.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Home Leave Freight	0.0		0.0	0.0		0.0	13.8		13.8	13.8		13.8
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	6.2		6.2	5.9		5.9	4.0		4.0	14.4		14.4
22.0	Transportation/Freight for Res. Furniture/Equip.	0.1		0.1	0.2		0.2	3.6		3.6	4.6		4.6
	Subtotal OC 22.0	21.3	0.0	21.3	6.1	0.0	6.1	21.4	0.0	21.4	32.8	0.0	32.8
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	10.1		10.1	10.1		10.1	10.1		10.1	10.1		10.1
23.2	Rental Payments to Others - Warehouse Space	4.7		4.7	5.2		5.2	5.2		5.2	5.2		5.2
23.2	Rental Payments to Others - Residences	16.0		16.0	16.8		16.8	16.8		16.8	16.8		16.8

Cost of Controller Operations

Org. Title: USAID/Benin												
Org. No: _____												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2	30.8	0.0	30.8	32.1	0.0	32.1	32.1	0.0	32.1	32.1	0.0	32.1
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	15.6		15.6	16.1		16.1	16.6		16.6	16.6		16.6
23.3 Residential Utilities	9.7		9.7	10.0		10.0	10.6		10.6	10.6		10.6
23.3 Telephone Costs	23.7		23.7	23.9		23.9	24.4		24.4	24.4		24.4
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs	1.8		1.8	1.8		1.8	2.1		2.1	2.1		2.1
23.3 Courier Services	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
Subtotal OC 23.3	51.5	0.0	51.5	52.5	0.0	52.5	54.4	0.0	54.4	54.4	0.0	54.4
24.0 Printing and Reproduction	3.3		3.3	3.4		3.4	3.5		3.5	3.5		3.5
Subtotal OC 24.0	3.3	0.0	3.3	3.4	0.0	3.4	3.5	0.0	3.5	3.5	0.0	3.5
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services	0.8		0.8	1.3		1.3	1.3		1.3	1.3		1.3
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.8	0.0	0.8	1.3	0.0	1.3	1.3	0.0	1.3	1.3	0.0	1.3
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	23.4		23.4	24.2		24.2	25.2		25.2	25.2		25.2
25.2 Residential Security Guard Services	18.0		18.0	18.4		18.4	19.2		19.2	19.2		19.2
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees	0.3		0.3	0.4		0.4	0.4		0.4	0.4		0.4
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities	0.6		0.6	0.2		0.2	0.2		0.2	0.2		0.2
25.2 Penalty Interest Payments	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
25.2 Other Miscellaneous Services	5.3		5.3	5.5		5.5	5.7		5.7	5.7		5.7
25.2 Staff training contracts	3.7		3.7	7.8		7.8	4.7		4.7	4.7		4.7
25.2 IT related contracts	1.3		1.3	2.6		2.6	2.1		2.1	2.1		2.1
Subtotal OC 25.2	53.1	0.0	53.1	59.6	0.0	59.6	58.0	0.0	58.0	58.0	0.0	58.0

Cost of Controller Operations

Org. Title: USAID/Benin		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	51.5		51.5	54.1		54.1	56.8		56.8	56.8		56.8
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	51.5	0.0	51.5	54.1	0.0	54.1	56.8	0.0	56.8	56.8	0.0	56.8
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	6.9		6.9	7.3		7.3	7.8		7.8	7.8		7.8
25.4	Residential Building Maintenance	5.0		5.0	5.3		5.3	5.5		5.5	5.5		5.5
	Subtotal OC 25.4	11.9	0.0	11.9	12.6	0.0	12.6	13.3	0.0	13.3	13.3	0.0	13.3
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	1.6		1.6	3.9		3.9	2.1		2.1	2.1		2.1
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	3.7		3.7	3.9		3.9	4.1		4.1	4.1		4.1
25.7	Vehicle Repair and Maintenance	0.9		0.9	1.0		1.0	1.1		1.1	1.1		1.1
25.7	Residential Furniture/Equip. Repair and Maintenance	0.6		0.6	0.7		0.7	0.8		0.8	0.8		0.8
	Subtotal OC 25.7	6.8	0.0	6.8	9.5	0.0	9.5	8.1	0.0	8.1	8.1	0.0	8.1
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	27.4		27.4	28.0		28.0	28.6		28.6	28.6		28.6
	Subtotal OC 26.0	27.4	0.0	27.4	28.0	0.0	28.0	28.6	0.0	28.6	28.6	0.0	28.6
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.3		0.3	0.8		0.8	23.7		23.7	30.3		30.3
31.0	Purchase of Office Furniture/Equip.	27.8		27.8	3.1		3.1	21.3		21.3	41.6		41.6
31.0	Purchase of Vehicles			0.0			0.0			0.0	23.4		23.4
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	6.3		6.3	34.7		34.7	4.3		4.3	9.1		9.1
31.0	IT Software purchases	7.2		7.2	1.3		1.3	1.3		1.3	33.8		33.8
	Subtotal OC 31.0	41.6	0.0	41.6	39.9	0.0	39.9	50.6	0.0	50.6	138.2	0.0	138.2
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Cost of Controller Operations

Org. Title: USAID/Benin												
Org. No: _____												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings	7.8		7.8	0.0		0.0	0.0		0.0	0.0		0.0
32.0 Building Renovations/Alterations - Office	7.5		7.5	2.6		2.6	1.3		1.3	13.0		13.0
32.0 Building Renovations/Alterations - Residential	1.7		1.7	0.0		0.0	1.7		1.7	1.7		1.7
Subtotal OC 32.0	17.0	0.0	17.0	2.6	0.0	2.6	3.0	0.0	3.0	14.7	0.0	14.7
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	559.7	0.0	559.7	523.1	0.0	523.1	544.7	0.0	544.7	655.4	0.0	655.4

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>307.8</u>		<u>301.4</u>		<u>315.0</u>
Exchange Rate Used in Computations	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>	<u>650.0</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
 On that form, OE funded deposits must equal:

0.0	0.0	0.0
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SUPPLEMENTAL INFORMATION ANNEX

Annex 1: Environmental Impact and Compliance Information

Component One: USAID/Benin has current and approved IEEs for all of its planned and ongoing activities.

Component Two: All activities are in compliance with their corresponding IEEs.

Annex 2: Updated Results Framework

Part A: Current Approved Strategic and Special Objectives and Intermediate Results

Strategic Objective One: More children receive a quality basic education on an equitable basis.

IR 1: Improved pedagogical system

1. Appropriate curriculum developed and in use
2. Appropriate textbooks developed and in use
3. Appropriate teacher training programs developed and in use
4. Appropriate learning assessment of students developed and in use

IR2: Increased girls enrollment in target areas

1. Equity in the classroom improved
2. Socio-cultural environment for girls education improved

IR 3: Improved environment for stakeholders

1. Parents associations involvement in school management increased
2. Decentralized collectives involvement in school financing and management increased
3. Non-governmental support to basic education increased
4. Policy environment for civil participation in education increased
5. Alternative education opportunities provided
6. Schools' physical sanitation environment improved

IR 4: Improved management of the education system (in the context of decentralization)

1. Appropriate planning and monitoring tools developed and used
2. Financial management system improved
3. Performance of the administrative staff improved

SO 2: Increased use of family health services and prevention measures within a supportive policy environment

IR 1: Improved policy environment

IR 1.1 Improved health policies and support systems

IR 1.2 Increased health planning and management capacity

IR 1.3 Improved collaboration between donors and the public & private sectors

IR 2: Increased access to services and products

IR 2.1 Improved supply and commodity distribution system

IR 2.2 Expanded integration of family health services within health centers

IR 2.3 Increased community based services and products distribution

IR 3: Improved quality of management and services

IR 3.1 Increased management capacity

IR 3.2 Improved performance of health care workers

IR 4: Increased demand for and practices supporting use of services, products and prevention measures

IR 4.1 Increased knowledge of prevention measures and appropriate behaviors

SpO: Improved governance and reinforced democracy

IR 1: Increased participation of civil society in national decisionmaking

IR 1.1 Benin indigenous NGO management capacity strengthened

IR 1.2 NGOs networks, women's groups, and union capacity in advocacy strengthened

IR 1.3 Legal environment of NGOs improved

IR 2: Strengthened mechanisms to promote transparency and accountability

IR 2.1 Supreme audit institutions capacity reinforced

IR 2.2 Efforts to combat corruption increased

IR 2.3 Citizens awareness on legal rights increased

IR 3: Improved environment for decentralized private and local initiatives

IR 3.1 Increased local community access to financial and technology resources to support local initiatives

IR 3.2 Local communities informed on decentralization role

IR 3.3 Local officials' governance capacity strengthened

IR 4: A strengthened, more independent and representative legislature

IR 4.1 National assembly legislative capacity strengthened

IR 4.2 Benin electoral process reinforced

PART B: New Indicators

1. Current Indicators

Strategic Objective One: More children receive a quality basic education on an equitable basis.

<u>Indicator</u>	<u>Proposed</u>	<u>Baseline</u>	<u>Targets</u>		
Current			2001	2002	2003
Primary exam pass Rate	Promotion rate	65% (girls) 68% (boys) 67% (average)	64% 66% 65%	65% 67% 66%	66% 68% 67%
primary school repetition rate	textbook:student ratio	1:8	1:4	1:3	1:3
	workbook:student ratio	n/a	1:1	1:1	1:1
	percentage of schools complying with FQL ¹ norms	35	40	45	50

SO 2: Increased use of family health services and prevention measures within a supportive policy environment

<u>Indicator</u>	<u>Proposed</u>	<u>Baseline</u>	<u>Targets</u>		
Current			2001	2002	2003
Access to FH services in the Borgou region	exclusive breast feeding in the Borgou region	19%	50	n/a	n/a
number of distribution points for socially-marketed products	sales points for socially marketed products	condoms-7500	14,500	14,500	14,500
		ORS-1000	575	1,500	3,000
		OC-100	175	175	175
		ITN-252	566	600	625
		Kit-137	566	600	625
		Inject-48	100	130	140

¹ FQL: Fundamental Quality Level

Annex 2: SO and IR Statements

SpO: Improved governance and reinforced democracy

<u>Indicator</u>	<u>Proposed</u>	<u>Baseline</u>	<u>Targets</u>		
Current	none		2001	2002	2003
Number of Bingos NGOs That scored over 50% in Transparency and honesty.					

ANNEX 3: INSTITUTIONAL AND ORGANIZATIONAL DEVELOPMENT

BENIN03INST -3SOS A.XLS REVISED AD

Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
Y	680-001	IR 1.3.1	Improved financial management procedures developed and in use	Share of primary education budget in education budget	Y	N	N
Y	680-001	IR 1.3.2	Ministry of Finance capacity to timely provide the MENRS with requested funds improved	Greater percentage of MOE's budget executed.	Y	N	N
Y	680-001	IR 1.4.2	Stakeholders' capacity to participate in school management increased	Number of Parents Associations trained	Y	N	Y
Y	680-001	IR 1.4.3	Environment to promote participation strengthened	More favorable environment for civil society	Y	N	Y
Y	680-001	IR 1.5	Improved institutional capacity for educational planning, management and accountability	Overall institutional rating in procurement, budgeting, cash management, accounting, reporting, auditing and payroll on a scale from 1 to 3 (lowest to	Y	N	N
Y	680-001	IR 1.5.1	Institutional capacity of NGOs and APEs strengthened	Number of NGOs trained	N	N	Y
Y	680-001	IR 1.5.2	MENRS's planning and management capacity reinforced in the context of decentralization	Establishment and utilization of an Educational management information system with gender disaggregation.	Y	N	N
Y	680-001	IR 1.5.3	MENRS's operating procedures improved and standardized in the context of decentralization	Greater percentage of MOE's budget executed.	Y	N	N
Y	680-002	IR 2.1.2	Increased health planning & management capacity	Performance Index for Community Health Center Management Committees (COGECS)	Y	N	Y
Y	680-002	IR 2.1.2	Increased health planning & management capacity	Health Zone Planning Score	Y	N	N

BENIN03INST -3SOS A.XLS REVISED AD

N	680-002	IR 2.3	Improved quality of management & services	Percent of health centers where staff receive formative supervision 4 or more times per year	Y	N	N
Y	680-002	IR 2.3.2	Improved performance of health care workers	Percent of observed client-provider encounters in which health care workers complied with essential norms.	Y	Y	Y
Y	680-003	IR 3.1	Increased participation of civil society in national decision-making		N	N	Y
Y	680-003	IR 3.1.1	Benin indigenous NGO management capacity strengthened	Number of BINGOS NGOs that scored over 50% in transparency and honesty	N	N	Y
Y	680-003	IR 3.1.2	NGOs networks', women groups' and unions' capacity in advocacy strengthened	Number of civic actions taken by civil society organizations to achieve a common objective	N	N	Y
Y	680-003	IR 3.1.3	Legal environment of NGOs improved	Number of Government decisions affected by civil society organizations (local level and above)	N	N	Y
Y	680-003	IR 3.2	Strengthened mechanisms to promote transparency and accountability	Number of laws on corruption presented to parliament on civil society's initiative	Y	N	Y
Y	680-003	IR 3.2.1	Supreme audit institutions' capacity reinforced	Number of public accounts audited annually by Supreme Audit Institutions	Y	N	N
Y	680-003	IR 3.2.2	Efforts to combat corruption increased	Quality of media investigation and reporting of corruption	Y	Y	N
Y	680-003	IR 3.3	Improved environment for decentralized private and local initiatives	Percentage of loans issued by USAID-funded micro-credit institutions serving very poor women	N	Y	N
Y	680-003	IR 3.3.3	Local officials' governance capacity strengthened	Number of consultation meetings held between the local government and civil society in targeted communes (25% NGOs)	Y	N	Y
Y	680-003	IR 3.4	A strengthened, more independent and representative legislature	Percentage of total number of laws initiated annually by the National Assembly	Y	N	N
Y	680-003	IR 3.4.1	National assembly legislative capacity strengthened	Number of hearings/local consultations held by National Assembly deputies with their electorates	Y	N	N

Annex 4: USAID/Benin Success Stories

“Fostering Private-Public Partnership In Primary Education Works”

In 1990 the Government of Benin decided to reform its primary education system that was in total collapse at the time. Among the components of the reform was the replacement of the old curriculum with a new one that would do away with a system based on rote learning and adopt one that focuses on children and the competencies and skills they should have. As a result of this decision, new programs were developed, experimented in 30 primary schools, and progressively extended, beginning in 1999, to all the 4500 primary schools in Benin. Tied to the introduction of the new curriculum was the development of teaching materials and student textbooks. When the experimental phase was completed in 1999, textbooks, workbooks and other teaching materials based on the new curriculum needed to be produced for 340,000 first grade children. In the interest of strengthening local printers, cost and quick availability, local education authorities decided to have all the development and printing work done locally with the most qualified and experienced writers and printers. This was a gamble which could have compromised the entire reform program and the introduction of the new curriculum in schools, had it failed. Instead, what resulted was a successful partnership between the Ministry of Education, private printers, community and USAID. How did it work?

Three local printers were awarded contracts amounting to a total of \$1 million to print 1.7 million French and mathematics textbooks and workbooks. Although the assignment appeared simple and routine for most printers, printers were challenged with strict quality requirements. They had to urgently import more up-to-date materials and recruit and train additional staff. While a financial burden, the printers viewed the investment and the technology and techniques being acquired as worth the expected return. One printer indicated that in addition to acquiring modern equipment, the contract allowed workers to improve their skills since some equipment required foreign experts to train workers on use and maintenance: a transfer of technology. They reviewed their organization of work to improve performance and meet delivery deadlines. During the two-month production period 200 temporary jobs were created, leading to 20 permanent jobs.

Once production was completed, the Ministry, with financing from USAID/Benin, joined with development partners, parents and private transport companies to distribute books to 4,500 primary schools and 340,000 first grade children. As set under the Fundamental Quality Level (FQL) for primary education, one textbook in math and one in French were available per two students. This made a striking improvement over the previous situation where several students shared one textbook. The same approach was used in 2000 for the production of second grade materials, utilizing two of the three printers. This time the Ministry of Education assumed financial responsibility for the distribution as it again coordinated its efforts with parents and the private sector.

This private-public partner has aided the education of school children, increased the capacity of private business, and set the stage for future productive development collaborations.

“Local Ownership is Key to BASICS/Benin’s Success in Improved Child Health Care”

After three years of working in the Borgou Department in Northern Benin, BASICS has contributed to improving the quality of care offered by 567 health agents, and increased the utilization of health services and prevention measures by caretakers. The BASICS three-pronged strategy focuses on health systems strengthening, community mobilization activities, and an innovative multi-media education program to improve the quality and increase the demand for health services. In BASICS intervention areas, more than 80% of mothers surveyed were able to cite key nutrition messages related to early initiation of breast-feeding, giving colostrum to newborns, and the introduction of complementary feeding between 4 and 6 months. In 2000, more than 60% of children were receiving Vitamin A supplements on a regular basis. And more than 50% of infants less than four months were exclusively breast-fed, up from 19% according to the 1996 DHS.

BASICS began its activities by signing an agreement with regional medical officers and political authorities, soliciting their support from the project’s inception. The staff members of the regional health department and of health facilities in the region were involved in project design, elaboration, pre-testing, implementation and follow-up. BASICS staff consisted of one technical officer and an administrative officer. The work was accomplished by the MOH staff members themselves, leading quickly to their ownership of the concepts and activities.

To have an impact on child survival and to engage health care agents in activities, BASICS chose to address malnutrition, which contributes to more than 50% of deaths among children under 5 in Benin, and throughout sub-Saharan Africa. BASICS developed the Minimum Package of key activities for nutrition, or ‘MinPak,’ which consists of key behaviors to enforce or change, behaviors of individual caretakers, communities and health agents. The key behaviors are: exclusive breastfeeding through 4 to 6 months, appropriate complementary feeding with continued breastfeeding, improved consumption of Vitamin A for children and their mothers, improved consumption of iodized salt, and improved nutrition for ill or malnourished children. These behaviors are promoted by the health agents during prenatal consultations, before and after delivery, during post-natal consultations, during immunization sessions, and during consultations of sick or well children. In addition, activities are planned to encourage communities to support adoption of the key behaviors.

In the Borgou, MinPak was quickly adopted by the regional health department as its child nutrition program. Health agents were trained in key child survival messages and behaviors to adopt, and transferred this information to mothers and other family members. Materials, such as flipcharts, brochures and health cards, were designed to meet the needs of a mostly illiterate audience, based on images rather than words. Other behavior change communication techniques used included radio spots and interviews, cassettes and traditional forms of communication, such as theater, songs and stories based on traditional proverbs.

BASICS’ activities were designed and evaluated to meet the needs of the population, but also to stand up to scientific rigor not always used in development activities. The program and materials were designed based on a situational analysis and extensive quantitative and qualitative information gathering. All materials were pre-tested with the target audience. Health agents participated actively in these steps, and in the monitoring and evaluation of all activities.

The BASICS program will be ending in the Borgou in 2001, but the knowledge and skills adopted and applied by health agents and the regional health staff indicate that activities, and the impact of these activities, will continue. USAID/Benin will continue to support many of those activities through its major bilateral health activity in the Borgou, PROSAF (*Promotion Intégrée de Santé Familiale*). Benin’s MOH has adopted MinPak as a key element of its national nutrition strategy, developing an action plan and leveraging funds from other donors to sponsor workshops to adapt materials for use throughout Benin.

USAID/BENIN SUCCESS STORY

COMMUNITY EXPERIENCE LEADS TO NATIONAL POLICY CHANGE

Africare's USAID-funded child survival program in the Oueme Region of Benin has not only increased access to key family health products and information for the 64,000 people in the program zone, but also has led to significant changes in national health policy. The success of Africare's experience, with its network of 54 community-based services agents and village health committees, led to national-level adoption of the policy of community-based distribution of chloroquine -- Benin's first line drug against malaria.

Malaria is the leading cause of death among children under five in Benin, and the reason for one-third of all health center visits. One of the key factors contributing to this serious public health problem is widespread self-treatment with chloroquine. This is common because low quality chloroquine is widely available in nearly all of Benin's open-air markets. But the vendors, who often sell the chloroquine alongside their stocks of tomato paste and soap, do not have the knowledge to properly diagnose or recommend correct dosages to their customers. Prior to Africare's experience, there was no national health policy that allowed distribution of chloroquine by trained community-based health agents. It was officially dispensed only at health posts, hospitals and clinics. A 1999 study conducted by the Centers for Disease Control and Prevention (CDC) and Africare showed that 60% of the chloroquine given to children with a fever came from the village market. The low quality of chloroquine sold through the informal market, combined with incorrect administration, increased malaria's resistance to chloroquine treatment.

Beginning in early 1998, Africare started to train community-based health agents to dispense products and services related to family planning, HIV/STI prevention and malaria. Products included spermicides, condoms, insecticide-treated nets, retreatment kits, paracetamol and chloroquine. The national policy had not previously allowed chloroquine to be distributed by community agents based on the belief that community agents were not capable of transmitting essential information on how to administer the medicine, and that families could or would not follow treatment guidelines. However, the National Malaria Control Program allowed Africare to experiment with this new malaria control strategy in its target zone on a pilot basis. Community-based agents in the program zone not only successfully administered the products and information, but also developed important links with health centers, increasing the number of serious and complicated cases referred to clinics and other health facilities.

Africare's successes in the Oueme Region, combined with the launch of the Roll Back Malaria Initiative, encouraged the Ministry of Health to organize a national meeting with all the partners working in malaria control. Exchange of information during this meeting led the National Malaria Control Program to change its policy and to officially adopt and encourage community-based distribution of chloroquine. The application of this new policy by other USAID-supported programs and local NGOs has not only made the drug available to those in need, but also has led to quality control whereby communities are discouraged from consuming low-quality drugs from street drug vendors. Improved access to high-quality chloroquine, as well as information on treating malaria in communities, also may allow Benin to avoid malaria's widespread resistance to chloroquine known in other African countries.

USAID/BENIN SUCCESS STORY

COMMUNITIES AND CLINIC WORKERS: PARTNERS IN HEALTH

“People support what they help create” is the guiding principle of the Benin Integrated Family Health Program (*Promotion Intégrée de Santé Familiale* or PROSAF) in northern Benin. The USAID-supported program focuses on supporting partnerships between communities and health care workers to increase use of health services and preventive measures.

During initial baseline research, the program discovered that a major obstacle to care-seeking cited by community members was the perceived unfriendly attitude of clinic workers. Community members expressed frustration with lack of information about available health services, and the lack of dialogue between health workers and the communities they serve. Community members also expressed interest in learning more about family planning (FP).

To respond to these concerns, PROSAF, in collaboration with Ministry of Health agents trained health care providers in interpersonal communication skills (IPC) and helped them look at issues from the clients’ perspective. To increase community awareness of clinic services, PROSAF has worked with local singers and theater groups to create messages about desired health behaviors and the benefits of health services. And to create greater cooperation between the communities and the health centers, PROSAF is working to strengthen the co-management of health centers by communities and health workers through training of management committees in analyzing needs and planning joint initiatives.

These strategies, which have been put in place during the past year, already have demonstrated success. Health agents are applying the skills they have learned, and are more satisfied because their clients are more satisfied. One midwife reported that “the number of clients coming to the center has increased tremendously because I have changed the way I welcome them. I smile more, and take the time to listen and talk with them. Surprisingly, FP clients are even coming during the daytime and I have had 13 new FP clients in the last month.” In another community, a women’s group presented a sketch and songs about family planning and child care at the village market, followed by a question and answer session led by the local clinic’s head nurse. The number of new family planning users doubled in the following month.

Another problem identified in many communities was the under-the-table sale of clinic medications by health workers. One village’s health center co-management committee decided to tackle this problem with help from PROSAF. Following a training in negotiation and problem solving, the community members and clinic staff openly discussed the harmful effects of this practice on the community’s perception of the health center, and on the center’s ability to re-stock essential drugs. The clinic staff reacted just as the community had hoped -- the very next month, the officially registered clinic revenues increased five-fold, demonstrating changes in the behaviors of the clinic staff.

These examples show the success of a multi-pronged, bottom-up approach to increasing ownership by health staff and communities of the health challenges they face. By working with key actors to address critical problems, PROSAF, in collaboration with the MOH and other partners, has contributed to the increased use of family planning in Northern Benin and initiated a fruitful partnership between health workers and the communities they serve.

USAID/BENIN SUCCESS STORY

PREVENTING HIV TRANSMISSION--CONDOM AVAILABILITY IS KEY

Benin, with a 1999 HIV prevalence rate of 4.1%, continues to focus its HIV/AIDS control strategy on preventing transmission. A key factor in this strategy, along with promoting abstinence (especially for adolescents) and mutual monogamy, is making condoms widely available and teaching people how to use them properly. USAID is the main supplier of condoms in Benin and distribution is carried out through AIDSMark, a social marketing program implemented by Population Services International (PSI).

Prudence[®] is the brand name for condoms sold under USAID/Benin's social marketing program. Since 1996, the number of *Prudence*[®] condoms sold annually has increased by nearly 200%, from approximately 2.3 million to 6 million. In addition, by the end of 2000, more than 14,000 points of sale for *Prudence*[®] condoms had been created – meaning that in parts of the country, condoms are nearly as easy to find as such basic household goods as matches, coffee and *Coca-Cola*[®]. These numbers indicate that the demand for condoms is growing and that condoms are increasingly accessible to those who seek them--critical to a successful HIV prevention program.

Ensuring stable condom supplies and efficient distribution throughout Benin is one of PSI's primary objectives under AIDSMark. As a result, PSI has changed the way it does business. Until recently, PSI's marketing teams spent their time visiting bars, nightclubs and kiosks that carried *Prudence*[®] in order to supply or restock vendors all over the country. Although this approach allowed PSI to closely monitor sales trends in various regions and develop relationships with retailers, it was extremely resource-intensive. Therefore, to improve efficiency and, ultimately sustainability, PSI has transitioned to a wholesaler-based distribution network. This transition began in 1999 and initially focused on cultivating partnerships with some of Benin's largest wholesalers. Now PSI works closely with a much smaller number of wholesalers who, in turn, supply retail vendors with a wide range of products.

What has this change meant for PSI? The move to a wholesaler-based distribution system has freed up a significant amount of PSI's program resources that can now be used for targeted interpersonal communications and behavior change activities. Quality media and communications interventions that explain the role condoms play in reducing the risk of HIV transmission are key to further increasing demand for the product. PSI's marketing teams have been trained in HIV/AIDS prevention and communication techniques, focusing in particular on how to talk with groups at high risk of contracting HIV. The teams travel to Benin's open-air markets, truck stops, schools and other "hot spots," spreading the message that HIV transmission can be prevented through the adoption of healthy behaviors and demonstrating proper condom use.

By ensuring nationwide condom availability, and educating Beninese about how they can reduce their risk of being contaminated with HIV, USAID/Benin and PSI are playing an indispensable role that supports the government's efforts to reduce HIV transmission.

USAID/BENIN SUCCESS STORY

Reaching the Most Vulnerable Children through USAID/Benin's Title II Program

Since 1980, CRS has worked in partnership with Benin's Ministry of Social and Family Protection (MPSF) to implement a USAID national health and nutrition project with the goal of decreasing child and maternal mortality. By increasing mother's knowledge with regard to health practices and nutrition, CRS strives to decrease the incidence of disease and malnutrition. Project activities include baby growth monitoring, nutrition education, cooking demonstrations, home visits, financial management, and distribution of nutritional supplementation foods such as wheat-soy blend, corn meal and vegetable oil. Working on a grass roots level through social centers, nutritional education centers and rural communities, the project reaches nearly 60,000 women and their families.

Over the past year, the health program has put renewed emphasis on a community-based approach to health education rather than focusing on existing health centers. A community-based model allows the program to reach truly disadvantaged communities which previously had no access to maternal and child health services. Community Social Development Committees are established in each village in which the program is implemented. The committees have proven to be instrumental in fostering the community capacity and participation necessary to manage and sustain an effective health program. Being more community based also allowed an increase in the number of severely malnourished children who receive home care visits. By actively reaching out to the community, the most vulnerable children are reached and their chances for survival are greatly increased.

The progress in reaching the desired impact is closely measured through a monitoring and evaluation system that depends on carefully designed health studies conducted in all participating communities. In 2001 an evaluation was successfully conducted in the Oueme/Plateau districts of Southeastern Benin in which a total of 629 children were measured and weighed and 320 mothers in 30 communities were interviewed. The survey results demonstrated the strong impact of the health program on the targeted communities. CRS was able to report a reduction in growth stunting for children ages 24-30 months and an increase in exclusive breastfeeding. Additionally, there was an increase in the number of women who had births assisted by a trained health care provider, contributing to a significant decrease in neo-natal maternal deaths.

With over 40 years of experience implementing health and nutrition projects in Benin, CRS is constantly striving to improve program implementation in order to positively impact participants. The strengthened emphasis on community involvement has proved successful in that CRS is truly able to assist the poorest of the poor through sustainable nutrition and health education activities. Careful project monitoring and evaluation has enabled them to learn from past experience and incorporate lessons learned into follow-on projects. Working in partnership with the government of Benin, USAID and local communities has meant that thousands of Beninese children received the care and nourishment required to live a healthy life.

USAID/BENIN SUCCESS STORY

SAVING WOMEN'S LIVES IN BENIN

Benin's Ministry of Health is taking concrete steps to reduce the country's high maternal and infant mortality rates. According to the 1996 DHS, Benin's estimated mortality rates were 498 women per 100,000 births and 56 newborns per 1,000 births. According to USAID-supported regional research conducted in 1998 in Burkina Faso, Mali and Senegal, and Benin, most maternal deaths (nearly 63%) occur within the first 24 hours after birth, and 80% within the first week following birth. Most deaths are due to severe anemia, hemorrhaging, extended labor and infections. In 2000, with USAID/Benin financing and technical assistance from PRIME, Benin became the first country in the sub-region to develop a national program and action plan to reduce maternal and neonatal mortality based on the results of this research.

The process started in August 1999 with a workshop facilitated by PRIME to discuss the results of the regional research initiative and the role of nurse midwives in saving mothers' lives. This workshop served as a true catalyst for launching a dialogue on a subject that previously had not received sufficient attention. Following the workshop, the Ministry of Health (MOH) started work on establishing a national emergency obstetrical and neonatal care (EONC) program. An action plan and curriculum for EONC training were developed. The competency-based curriculum will be used starting in 2001 to train nurse midwives throughout the country.

Although these steps are essential to reducing maternal mortality, an emergency obstetrical care plan alone is not enough to lower mortality rates. Reducing maternal and neonatal mortality must begin at the household and community levels. Therefore, the MOH selected a pilot zone for a community-based program in one of the most isolated health districts in the country, Malanville-Karimama, near the border of Niger in northern Benin. The district has estimated mortality rates of 442 women per 100,000 live births and 64.7 newborns per 1000 births. An assessment in the district determined high mortality rates are due to a lack of qualified personnel in nearly half of the maternity centers, logistical problems in managing medicines, and inadequate equipment in the regional reference hospital. Furthermore, at the community level, women, their families, neighbors and traditional birth attendants are not trained to respond to emergencies—and often seek care too late. Generally, too much time is wasted before a woman is transported to a health facility and, once she gets there, she is often forced to wait. These delays cost women and infants their lives.

This analysis has led to the development of an operational plan by the MOH and partners working in the pilot district. The plan, based on low-cost interventions, focuses on reducing delays at the community level by developing action plans to encourage timely care-seeking and emergency plans for transporting women to health centers. Using the newly developed training curriculum, staff will be trained, and partners will work together to better equip health facilities to improve quality of care. MOH staff at the national, regional and district levels are actively participating in the pilot activity and the Ministry hopes to scale up certain activities to the national level within the next two years.

Democracy and Governance Success Vignettes

Benin Indigenous Non-governmental Organizations Strengthening (BINGOS)

“Jeunesse Ambition”, a BINGOS graduate NGO, led a successful advocacy campaign convincing the local government of Porto-Novo to designate a public waste-disposal site for private trash collection. This is a demonstration of the skills acquired under the BINGOS advocacy training. The NGOs action has led to improving the environmental health of the people in the area.

Appropriate Technologies Transfer Activity :

Palm Oil Sub-sector: USAID’s intervention in this sub-sector through the EnterpriseWorks Worldwide (formerly known as Appropriate Technologies International) is leading a renaissance in the palm oil sub-sector. A speculation that was nearly abandoned five year ago, cultivating hybrid oil palms has become the chosen path to wealth of southern farmers. More nurseries are producing oil palms than ever before, but their plants fail to satisfy the ever growing demand by farmers wanting to buy them in thousands at a time. On a short drive through the Oueme region of Benin, you could lose yourself before you finish counting the new privately owned plantations springing up to your left and right. And dozens of farmers have already established micro-industries, using the Caltech Dekanmé Press to produce and commercialize palm oil. One such micro-industry, earned \$95,310 in profits in 2000.

Irrigation Technologies: During an assessment of the impact of the Naguezè water pump, Mr. Pascal Godogba, a student at the National University of Benin living in a village in the Mono Region of Benin, testified that when he bought his pump in October 1998, he started market gardening which has brought him a lot of benefits. He said: “it is impossible to undertake market gardening in his area, without the Naguezè water pump”. This is owing to inaccessibility of water during dry seasons and floods during the raining seasons, which make gardening tedious. Mr. Godogba said the Naguezè pump is a great source of inspiration for his market gardening that is the main source of revenue for the whole family. Mr. Godogba said that with the water pump he was encouraged to increase his farmland and make additional profit.

Benin Micro Enterprise Development Project:

This activity started in 1997 to issue loans to very poor persons with disadvantaged communities to help them raise their revenue levels and encourage them to participate in local development. Under this activity, Volunteers in Technical Assistance (VITA) created a local micro-finance institution (MFI) called Micro-Bank. Since it started implementation, Micro-Bank has been highly successful in offering individual loans and group loans for a 12-month term. The loans are reimbursable monthly at 13.5% per year or 2% per month interest rate. Due to high demand for the product, the bank’s clientele has reached about 4000 micro-entrepreneurs in three major regions of Benin. The VITA and Micro-bank initially mobilized US\$400,000 as credit capital

from USAID/Benin bilateral DG funds and an additional \$500,000 from USAID PRIME funds. Micro-bank managed local operations and attracted funds from multiple private donors, to leverage USAID's assistance in capital funding. In terms of credit portfolio management, Micro-bank has proven to be a small but highly performing and mature institution. Micro-Bank is now registered as a local NGO with the Ministry of Interior and has signed a convention with the Ministry of Finance, which recognizes it as an MFI. To better assume its role as an autonomous MFI, Micro-Bank is reinforcing its management capacities. To increase the focus on effective institutionalization and financial autonomy, Micro-bank agreed to aggressively seek private funds for the next three years and shift from the "project" approach to a business management approach.

One of the clients of Micro-Bank, Mme Elienne Elavagnon, a fish seller at the Cotonou Fishing Port who received a loan of FCFA 200,000, testified that the loan has enabled her to increase her business activities and move out of poverty. Now she owns her business. Profits made from this business, she said, will be used to reinforce her business capital and pay her children's school fees. Her last daughter, for whom there was no hope of schooling because of lack of financial means, will now also have the opportunity of going to school

SUPREME AUDIT INSTITUTIONS

In order to move from a donor/recipient working relationship to one of a mutually beneficial partnership in development, the Government of Benin Ministry of Finance Inspector General's Office signed a Memorandum of Understanding (MOU) with USAID/Benin and RIG/Dakar. Under this MOU, the first annual action plan between USAID/Benin and the IGF Supreme Audit Institution (SAI) was mutually agreed upon and implemented.

In exchange for requested training and equipment, the IGF has conducted assessments to: (1) verify the quality of the Democracy & Governance Special Objective and the Health Strategic Objective indicators, (2) address the issue of USAID-funded commodity tracking within the Government of Benin partner Ministries, (3) assess whether the recently established imprest fund within the Ministry of Education is having a positive impact on the MOE's absorptive capacity, and (3) develop standardized accounting standards and audit manuals for the Government of Benin.

Currently, the second annual action plan between the Mission and IGF is being finalized. These annual action plans are establishing a professional partnership between the Government of Benin's Supreme Audit Institution and USAID/Benin.

[DATE]

ACTION MEMORANDUM

TO: Acting AA/AFR, Valerie Dickson-Horton

THROUGH: AFR/WA, Erna Kerst

FROM: USAID/Benin, Harry M. Lightfoot,

SUBJECT: Extension of USAID/Benin Country Strategic Plan

ISSUE FOR DECISION:

USAID/Benin is requesting to extend its Country Strategic Plan (CSP) from its current termination date of 2003 until 2005 and to receive funding during this period at the current CSP plan level.

ESSENTIAL FACTORS:

The USAID/Benin sustainable development CSP was developed over 1997 and 1998 and approved by the AFR Bureau in March 1998. During the formulation of the strategy, USAID/Benin considered five years as an adequate time frame during which activities could be completed in support of the strategic and special objectives. Therefore, we requested and AFR Bureau approved a five-year strategy. The current strategy has two strategic objectives (SO) and one special objective (SpO) which are:

SO 1: More children receive a quality basic education on an equitable basis.

SO 2: Increased use of family health services and prevention measures in a supportive policy environment

SpO: Improved governance and reinforced democracy.

The USAID/Benin program underwent a mid-term performance review in September 2000, during which time the program was judged to be on track. The development hypothesis and assumptions were deemed still valid. Thus, the strategic approach was considered appropriate and USAID/Benin was given approval to continue its strategic program. During this review, USAID/Benin proposed an extension of the strategy period until 2005 and continued funding at the CSP plan level of \$16 million.

1. Rationale: This CSP extension is requested to enable USAID/Benin to complete key reforms in the education, health and democracy/governance sectors. The completion of these key reforms will enable USAID/Benin to consolidate and enhance the sustainability of the strategic results before beginning the next strategy plan period. Our request for an extension is within the parameters established in ADS 201.3.4.3.b for the duration of sustainable development strategic plans, which is up to 10 years, and which covers both strategic and special objectives.

USAID/Benin does not anticipate or plan any major shifts in its strategic approach or change in assumptions as a result of a CSP extension. The proposed results, included in Tab 1, for the period of the extension to 2005, are obtainable with resource flows at the original annual CSP level of \$16 million. Given the current high level of expenditure trends, USAID/Benin would have the capacity to utilize additional resources to further the impact of our program, if these resources are made available during the extension period.

a. Strategic Objective 1: More Children Receive a Quality Basic Education on an Equitable Basis. The reform of the primary education system began with the assistance of USAID in 1991, as a pilot activity. Under the current strategy, the pilot program began expansion to the entire primary school system in FY 1999. The new program will progressively be expanded to six grades of primary school. USAID/Benin expects to complete the expansion of the reform program to grade six by 2005. However, only grades one through four will be reached by the current CSP termination date. The completion of this program under the current strategy is not only logical but critical for ensuring that the new primary education program covers the entire country, monitoring the impact of this reform, and understanding the programs which may need to be tackled in the next strategy period. Developing a new strategy without this information would not enable USAID/Benin to confidently choose strategic approaches and plan results over a five to 10 year period which is the normal course for sustainable development strategies.

b. Strategic Objective 2: Increase Use of Family Health Services and Prevention Measures within a Supportive Policy Environment. For the first two to three years of the SO 2 program, USAID/Benin has focused largely on establishing health sector systems, policies and standards for care in

maternal/child health and family planning, and on helping the Government develop a response to HIV/AIDS. Important accomplishments have been obtained to date and we are achieving our targets as planned. However, the Mission's pilot intervention for testing implementation of these reforms in the Borgou region of Benin did not start until mid-FY 1999, and our HIV prevention activity has yet to begin due to USAID's participation in the government's planning processes. Although the SO 2 program is on track for achieving its results, the two-year extension will allow the Mission to help the Ministry of Health consolidate its reform efforts in the Borgou and internalize the reforms and launch its HIV prevention strategy. Consolidation of our reform efforts is critical before USAID begins to develop its next strategy, as we expect that during the next strategy USAID will focus on assisting the Ministry in expanding our tested approach to other departments. Therefore, before the new strategy can be developed, the Mission should complete the full cycle of developing, testing, revising, and achieving consensus on these key health system reforms. Otherwise, we will not be able to confidently move to the next strategic phase of health reform and expansion.

- c. Special Objective:** Improved Governance and Reinforced Democracy. This special objective is synergistically linked with the education and health programs and is important for enhancing the sustainability of health and education reforms. The D/G program has achieved clear results in improving transparency and accountability in government; increasing the capacity and credibility of civil society organizations; increasing local access to resources (micro-credit and appropriate technology) for communities to increase their stake in the democratic process; and in improving the checks and balances in government. However, many of these activities are now or about to begin their second phase which would enable USAID/Benin to not only reach our planned targets but to increase our results in key areas. These key areas are civil society participation in local decision making, local governance, separation of powers and public accountability and transparency. We plan to support decentralization by aiding Benin in its first local elections planned in last quarter of 2001 and by providing technical assistance to soon-to-be elected local officials. This support is pertinent to enhance sustainability and quality of health and education services at the local level. We plan to continue our institutional support to the National Assembly to ensure that the current members are performing efficiently and new members who will be

elected in 2003 are prepared to carry out the achievements of the National Assembly reform which is being aided by USAID/Benin. To ensure a growing community stake in democracy and access to economic resources, we plan to use lessons learned from the ongoing micro-enterprise and appropriate technology activities to encourage a robust micro-finance sector. Finally, we must complete the process started with the Chamber of Accounts to aid them to become an independent audit agency in order not to lose our investments towards reducing corruption. Completing these activities and maximizing results will enable us to move into the next strategy with consolidated results and a sound foundation

The list of performance management indicators and new targets indicating the additional results to be achieved over the strategy extension period is attached as Tab 1. The proposed and actual program budget for the strategy period from 1998 to 2005 is attached as Tab 2. A brief analysis of USAID/Benin's pipeline situation, which shows USAID/Benin is prudently managing its resources according to agency guidelines, is attached as Tab 3.

AUTHORITY: Pursuant to the revised ADS 103, Delegations of Authority, Section 103.5.8a, Paragraph 1, you have the authority to approve substantive amendments to Country Strategic Plans.

RECOMMENDATIONS:

- (1) That you approve the extension of the USAID/Benin CSP by two years to cover a period from March 1998 through March 2005; and

Approve_____

Disapprove_____

Date_____

- (2) That you approve a CSP budget planning level of \$16 million annually for 2004 and 2005.

Approve_____

Disapprove_____

Date_____

Attachments

- Tab 1 - Performance Management Indicators
- Tab 2 - Proposed CSP Extension Budget
- Tab 3 - USAID/Benin Pipeline Analysis

CLEARANCE PAGE FOR ACTION MEMORANDUM requesting decision on the extension of the USAID/Benin Country Strategic Plan

Drafter:USAID/Benin,LAKeeyS

Clearances:

USAID/Benin:KSmathers	_____	Date_____
AFR/DP:JSmith	_____	Date_____
AFR/SD:TPark	_____	Date_____
PPC:JO'Rourke	_____	Date_____
GC/AFR:MAKleinjan	_____	Date_____
G/PDSP:LDobbins	_____	Date_____
M/B:JRudasill	_____	Date_____
BHR/PPE:FAlejandro	_____	Date_____

TAB 1 - R 4 INDICATORS

PERFORMANCE MANAGEMENT INDICATORS
STRATEGIC OBJECTIVE 1: BASIC EDUCATION

Performance Management Indicator No.1

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis APPROVED: 03/2001 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Gross Enrollment Rate (GER) (girls:boys, total)			
UNIT OF MEASURE: Percent SOURCE: MOE Statistical Table INDICATOR DESCRIPTION: Number of children in primary school divided by the number of Beninese children between the ages of six and eleven, expressed as ratio. COMMENTS: The decision of the GOB to subsidize school fees for the school years 2000-2001 and 2001-2002 will give a boost to gross enrollment rate in 2001 and 2002. The figures for both girls and boys were revised to reflect the increases noticed since 1998 and the fact that parity could not be achieved.	YEAR	PLANNED	ACTUAL
	1997 (B)		73
	1998	60:78 72	60:91 76
	1999	62:78 73*	61:91 77
	2000	64:92 80	66:95 81
	2001	69:96 83	
	2002	73:99 86	
	2003	75:100 88	
	2004	76:101 90	
	2005	79:103 92	

Performance Management Indicator No. 2

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis APPROVED: 03/2001 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Primary School Promotion Rate (girl:boy, total)			
UNIT OF MEASURE: Percent SOURCE: MOE Statistical Table INDICATOR DESCRIPTION: Percentage students in a cohort passing from one grade to another. COMMENTS: The Ministry has recently implemented a policy of automatic promotion from grade 1 to 2. These students will not be included. The promotion rate is the average of promotion rates by grade. Data are only available at the end of the school years and there is a one year time lag in reporting.	YEAR	PLANNED	ACTUAL
	1997(B)		65:68 67
	1998		61:63 62
	1999	61:63 62	
	2000	63:65 64	
	2001	64:66 65	
	2002	65:67 66	
	2003	66:68 67	
	2004	68:69 68	
	2005	69:70 70	

Performance Management Indicator No. 3

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis APPROVED: 03/2001 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Percentage of schools complying with priority Fundamental Quality Level (FQL) norms			
UNIT OF MEASURE: Percent SOURCE: MOE Statistical Table INDICATOR DESCRIPTION: Percentage of schools meeting 5 priority norms determined by the MOE (textbook/students, qualification of teachers, seat/student, in-service training, teacher/students). COMMENTS: The norms are: - Textbooks - one set (including French and math) for two students; - teacher qualification – all the teachers have the basic professional training; - seat- one seat for one student; - teacher – 50 students for one teacher; - in-service training – teacher receive in-service training once every three years.	YEAR	PLANNED	ACTUAL
	1997(B)		
	1998		
	1999		
	2000	35	
	2001	40	
	2002	45	
	2003	50	
	2004	55	
	2005	60	

Performance Management Indicator No. 4

STRATEGIC OBJECTIVE 1: More children receive a quality basic education on an equitable basis APPROVED: 03/2001 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: More children receive a quality basic education on an equitable basis			
INDICATOR: Textbook and workbook to student ratio.			
UNIT OF MEASURE: Ratio SOURCE: survey reports, textbook distribution reports, FQL reports INDICATOR DESCRIPTION: Number of students per textbook and workbook. COMMENTS: The first number pertains to textbooks, while the second number to workbooks for grade covered. In 2000, the workbook figure covers only grade one students. In 2001, the figure covers grades one and two.	YEAR	PLANNED	ACTUAL
	1997		
	1998 (B)		
	1999		1/8:n/a
	2000	1/4:1/1	
	2001	1/4:1/1	
	2002	1/3:1/1	
	2003	1/3:1/1	
	2004	1/3:1/1	
	2005	1/2:1/1	

PERFORMANCE MANAGEMENT INDICATORS
STRATEGIC OBJECTIVE 2: FAMILY HEALTH

Performance Management Indicator No. 1

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 1: Contraceptive Prevalence Rate (CPR), all women			
UNIT OF MEASURE: Percent SOURCE: DHS LEVEL: Borgou Region INDICATOR DESCRIPTION: Proportion of women (married or in union) of childbearing age (15-49 years) who are using (or whose partner is using) a modern contraceptive method at the time of the survey. COMMENTS: Modern methods include condoms, Norplant, pills, IUD, injectables, vaginal methods, and voluntary surgical contraception. Couple Years of Protection (CYP) will be used as a proxy indicator to track progress when CPR is not available.	YEAR	PLANNED	ACTUAL
	1996		2.5
	1997		
	1998		
	1999		
	2000		
	2001	9	
	2002		
	2003		
	2004		
	2005	15	

Rationale: The CPR provides a measure of population coverage of contraceptive use, taking into account all sources of supply and all contraceptive methods; it is the most widely reported measure of outcome for family planning programs at the population level and is a common indicator for population, health and nutrition programs at USAID.

Performance Management Indicator No. 2

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 2: Couple-Years of Protection (CYP)			
UNIT OF MEASURE: Couple-years of protection SOURCE: PROSAF (SNIGS) LEVEL: Borgou Region INDICATOR DESCRIPTION: Estimate of the protection against pregnancy provided by FP methods during a period of one year based upon the volume of all contraceptives sold or distributed to clients free of charge during that year. COMMENTS: CYP is a proxy indicator to track the progress for those years when CPR is not available. Since contraceptive use rates in Borgou are very low,	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		6,257
	2000	7,000	
	2001	8,000	
	2002	9,000	
	2003	10,000	
	2004	12,000	
	2005	15,000	

Rationale: CYP measures the volume of program activity. It is used by program managers and donor agencies to monitor progress in the delivery of contraceptive services at the program and project levels. Because USAID and IPPF require the organizations they support to report CYP, this measure is currently one of the most widely used indicators of output in international family planning programs.

Performance Management Indicator No. 3

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 3: Sales of socially marketed products			
UNIT OF MEASURE: Units, Annual, Disaggregated: by product SOURCE: PSI reports LEVEL: National INDICATOR DESCRIPTION: Sales of individual units of condoms, ORS packets, cycles of oral contraceptives, insecticide treated nets (ITNs), retreatment kits, and injectables during calendar year (Jan.-Dec.) COMMENTS: This indicator is a proxy for measuring use of family health products on the assumption that increased sales of family health products indicates increased use of those products. Condoms: Due to a change to a more sustainable distribution strategy for PRUDENCE in FY2000, targets for subsequent years have been reevaluated and revised to reflect a more realistic rhythm for product sales given the new strategy. Oral rehydration salts (ORS): The price of ORASEL has been increased to near full cost recovery. Targets from FY 2001 on have been readjusted based on actual sales in FY 2000 and because, as the price nears full cost recovery (and re-supply is no longer an issue), a more aggressive distribution strategy will be implemented. Oral contraceptives (OCs): HARMONIE is sold through the private sector, which is expected to grow by about 15%/year. HARMONIE is expected to maintain its market share. Therefore, based on actual sales in FY2000, targets for subsequent years have been increased accordingly. Insecticide-treated nets (ITNs): Based on actual sales in FY 2000, SUPERMOUSTIQUAIRE targets for subsequent years have been increased. ITN retreatment kits: National promotion of ALAFIA retreatment kits began in 2000. Based on actual sales in FY2000, targets for subsequent years have been increased. Injectables: Sales of Depo Provera, sold under the brand name EQUILIBRE, started later than planned (June 2000). Based on experience in other countries, sales are expected to grow at approximately 24% annually. Targets have therefore been readjusted, based on the expected growth rate and on initial experience with product sales and distribution.	YEAR	PLANNED	ACTUAL
	1996		Condoms: 2,291, 456 ORS: 1,302, 290
	1997		Condoms: 2, 879, 760 ORS: 1,734, 645
	1998	Condoms: 3,500,000 ORS: 1,750,000 OCs: 15,000 ITNs: 3,000	Condoms: 3,794, 298 ORS: 1,781,010 OCs: 10, 380 ITNs: 2,808
	1999	Condoms: 4,800,000 ORS: 2,000,000 OCs: 25,500 ITNs: 16,500 Retreatment kits:10,000	Condoms: 6,246,717 ORS: 686, 766 OCs: 36,120 ITNs: 10,290 Retreat. kits: 5,670
	2000	Condoms: 6,500,000 ORS: 2,200,000 OCs: 36,500 ITNs: 25,500 Retreatment kits:15,000 Injectables: 6,500	Condoms: 5,827,896 ORS: 3,091,560 OCs: 69,960 ITNs: 33,302 Retreat. kits: 30,788 Injectables: 1,584
	2001	Condoms: 6,000,000 ORS: 3,600,000 OCs: 75,600 ITNs: 39,300 Retreatment kits:33,600 Injectables: 8,400	
	2002	Condoms: 6,300,000 ORS: 4,800,000 OCs: 86,400 ITNs: 45,000 Retreatment kits:38,400 Injectables: 14,400	

	2003	Condoms: 6,600,000 ORS: 6,000,000 OCs: 94,800 ITNs: 47,400 Retreatment kits:45,600 Injectables: 20,400	
	2004	Condoms: 6,900,000 ORS: 6,300,000 OCs: 103,200 ITNs: 49,800 Retreatment kits:54,600 Injectables: 24,000	
	2005	Condoms: 7,200,000 ORS: 6,600,000 OCs: 112,800 ITNs: 52,200 Retreatment kits:65,400 Injectables: 27,600	

Rationale: Sales of socially marketed products is a proxy for use. There are two ways in which distribution might be artificially high: 1) cross-border permeability and 2) use for other than intended use. In setting the price for condoms, in particular, PSI and the MOH researched condom prices in neighboring countries and set the level in Benin so as to discourage movement of condoms across borders. In regard to the second issue, behavioral surveys will be used to compare distribution with intended use to ensure that products are not being used for other purposes.

Performance Management Indicator No. 4

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2:Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 4: Fully vaccinated rate (DHS)			
UNIT OF MEASURE: Percent SOURCE: DHS LEVEL: Borgou region INDICATOR DESCRIPTION: Percent of children 12-23 months of age who were fully vaccinated before their first birthday. COMMENTS: Full vaccination includes measles, BCG, DPT3, OPV3, and Measles.	YEAR	PLANNED	ACTUAL
	1996		40.6
	1997		
	1998		
	1999		
	2000		
	2001	50	
	2002		
	2003		
	2004		
	2005	80	

Rationale: Full vaccination coverage (FVR) before the age of one is recommended as an outcome indicator for use of services. It is a preferred indicator to measles vaccinations because it is not biased by vaccination campaigns. (Source: *Health and Family Planning Indicators: A Tool for Results Frameworks, Volume I, p 22-23*).

Performance Management Indicator No. 5

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: SO 2:Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment			
INDICATOR 5 : Reported condom use			
UNIT OF MEASURE: Percent SOURCE: New AIDS Activity LEVEL: National INDICATOR DESCRIPTION: Percent of men (15-64) and women (15-49) reporting the use of a condom during the most recent act of sexual intercourse with non-regular partner during the past 12 months. F= female M = male COMMENTS: Non-regular partner is defined as not married or non-cohabiting. The 1996 DHS did not collect data on this indicator. USAID/Benin new HIV/AIDS prevention activity, which will begin early FY2002 will collect baseline data.	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		
	2000		
	2001		
	2002	F: M:	
	2003	F: M:	
	2004	F: M:	
	2005	F: M:	

Rationale: In 1999, USAID funded about \$2 million for AIDSMARK, a social marketing activity. A rise in this indicator is an extremely powerful indication that condom promotion campaigns are having the desired effect among their principal target market. Asking about the most recent act of non-cohabiting sex minimizes recall bias and gives a good cross-sectional picture of levels of condom use. Inevitably, if consistent use rises, the indicator will also rise. USAID purchases the vast majority of condoms for Benin (*USAID Handbook of Indicators for HIV/AIDS/STD Programs Draft, 2/00, p.43*).

Performance Management Indicator No. 6

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 1: Improved Policy Environment			
INDICATOR 6: Policy Environment Score (PES)			
UNIT OF MEASURE: Score SOURCE: POLICY Project activity reports LEVEL: National INDICATOR DESCRIPTION: Composite indicator of score ranging from 0 (poor environment) to 100 (positive environment) for each subject. The score is based on strengths and weaknesses in political support, policy formulation, organizational structure, legal and regulatory environment, GOB FH program resources, program components, and evaluation and research. COMMENTS: Score (based on a survey of key informants) measuring the degree to which the policy environment supports effective policies and planning for: ? Family Planning (FP) ? HIV/AIDS prevention	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		FP: 45 HIV/AIDS: 56
	1999		FP: 50 HIV/AIDS: 60
	2000	FP: 55 HIV/AIDS: 65	FP: 59 HIV/AIDS: 62
	2001	FP: 60 HIV/AIDS: 70	
	2002	FP: 65 HIV/AIDS: 75	
	2003	FP: 70 HIV/AIDS: 80	
	2004	FP: 75 HIV/AIDS: 80	
	2005	FP: 80 HIV/AIDS: 80	

Rationale: The PES measures the reduction of barriers to reproductive health services. The existence of barriers may reflect political as well as medical forces and their removal may involve high-level policy decisions within the government and accrediting medical bodies (i.e., bodies that have the authority to license). This indicator has been modified to reflect the Beninese context and may not be comparable to other countries. To understand where on the spectrum change is occurring and not occurring, and thus where to concentrate more effort, the SO2 team will refer to the detailed policy documents which form the basis of this indicator. For HIV/AIDS, years 2004 and 2005 will focus on maintaining an open and favorable policy environment through consolidation and institutionalization of policy advances.

Performance Management Indicator No. 7

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 1.2: Increased health planning and management capacity			
INDICATOR 7: Health Zone Planning Score			
UNIT OF MEASURE: percentage SOURCE: PROSAF LEVEL: Borgou region INDICATOR DESCRIPTION: Total score for health zones that had operational plans in place during the proceeding year. COMMENTS: Data is for 7 zones. Targets have not been set for 2004-2005, dates after the end of PROSAF current program.	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		40
	2000		68.5
	2001	75	
	2002	85	
	2003	100	
	2004		
	2005		

Rationale: The design, implementation, monitoring and financial accountability demonstrates increased health planning and management capacity within the decentralized system.

Performance Management Indicator No. 8

OBJECTIVE: Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 2.: Increased Access to Services and Products			
INDICATOR 8: Sales points for socially marketed products			
UNIT OF MEASURE: Sales points (cumulative), Disaggregated by product SOURCE: PSI activity reports LEVEL: National INDICATOR DESCRIPTION: Sales points include wholesalers and retailers that purchase products from PSI for re-sale. Socially marketed products include: Prudence (condoms), Orasel (ORS), Harmonie (OCs), Equilibre (Depo Provera injectables), SuperMoustiquaire (ITNs), and Alafia (retreatment kits). COMMENTS: All baseline and target information prior to 1999 are ESTIMATES. Condoms: PRUDENCE sales points range from pharmacies to bars and market sellers. Based on experience with other commercial sector products and distribution networks, the maximum number of outlets that can be maintained for PRUDENCE is approximately 14,500. Oral contraceptives (OCs): Points of sale for HARMONIE are currently limited to pharmacies and pharmaceutical outlets. If more pharmacies are created, there will be room for additional growth. Oral Rehydration Salts: To date, distribution of ORASEL has been limited to the private sector pharmaceutical network and public health centers. Once the price reaches cost recovery, distribution will be extended to additional outlets. Targets have been adjusted based on this anticipated new distribution strategy following increase in sales price. Insecticide-Treated Nets (ITNs): SuperMoustiquaire is sold through pharmacies and pharmaceutical outlets, retail outlets and community-based distribution. Targets have been increased based on actual performance in FY2000, but growth is still expected to be limited due to the high price of carrying the product to retailers. ITN retreatment kits: ALAFIA distribution is currently tied to SuperMoustiquaire to establish product credibility and take advantage of economies of scale. Targets have been increased based on actual performance in FY2000. Injectables: EQUILIBRE was added to the mix products in 2000. Targets have been increased based to reflect that certain depot pharmacies, and not just regular pharmacies, will also be carrying the product. Like HARMONIE, if more pharmacies are created, there could be room for more growth. *Benin has a total of 125 pharmacies and approximately 100 pharmaceutical outlets.	YEAR	PLANNED	ACTUAL
	1996		Condoms: 2,000 ORS: 0
	1997		Condoms: 2,500 ORS: 0
	1998	Condoms: ORS: OCs: ITNs:	Condoms: 5,488 ORS: 500 OCs: 100 ITNs: 41
	1999	Condoms: 7,500 ORS: 1,000 OCs: 100 ITNs: 25 Retreatment kits: 0	Condoms: 6,502 ORS: 150 OCs: 140 ITNs: 252 Retreat. Kits: 137
	2000	Condoms: 10,000 ORS: 2,000 OCs: 150 ITNs: 150 Retreatment kits: - Injectables: -	Condoms: 14,068 ORS: 527 OCs: 148 ITNs: 453 Retreat. Kits: 453 Injectables: 86
	2001	Condoms: 14,500 ORS: 575 OCs: 175 ITNs: 566 Retreat. kits: 566 Injectables: 100	
	2002	Condoms: 14,500 ORS: 600 OCs: 175 ITNs: 600 Retreat. kits: 600 Injectables: 130	
	2003	Condoms: 14,500 ORS: 1,500 OCs: 175 ITNs: 625 Retreat. kits: 625 Injectables: 140	
	2004	Condoms: 14,500 ORS: 3,000 OCs: 175 ITNs: 660 Retreat. kits: 660 Injectables: 150	
10			

	2005	Condoms: 14,500 ORS: 6,000 OCs: 175 ITNs: 700 Retreat. kits: 700 Injectables: 150	
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Rationale: Increasing the number of sales points is key to increasing consumer access to products. At this point, there are relatively few sales points in Benin; the market has not yet been saturated. While continuing to develop more sales points, USAID and PSI will continue to ensure that sales points remain open and sufficiently stocked.

Performance Management Indicator No. 9

OBJECTIVE: Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment			
APPROVED: 03/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 2.1: Improved Supply & Commodity distribution System			
INDICATOR 9: Contraceptive Logistics Management Score			
UNIT OF MEASURE: Score SOURCE: FPLM LEVEL: National INDICATOR DESCRIPTION: Score indicates level of development of logistics management system on a 100-point scale COMMENTS: This indicator is a composite of several factors that contribute to the development and implementation of an effective contraceptive logistics management system. FPLM is expected to end in 2000. Subsequent data will therefore be collected by the Ministry of Health, with USAID-financed technical assistance if necessary. The Mission will continue to support PROSAF activities in the Borgou region. The data is kept disaggregated because data collection is being carried out by different Partners.	YEAR	PLANNED	ACTUAL
	1998		N: 46.72
	1999		N: 55
	2000	N: 60	N: -
	2001	N: 60	
	2002	N: 65	
	2003	N: 70	
	2004	N: 75	
	2005	N: 80	

Rationale: An increase in capacity to effectively manage and track the flow of contraceptives may lead to increased access to services and products.

Performance Management Indicator No. 10

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR.3: Improved quality of management and services			
INDICATOR 10: Improved supervision system			
UNIT OF MEASURE: Percent SOURCE: PROSAF (Management Assessment) LEVEL: Borgou region INDICATOR DESCRIPTION: Percent of health centers where staff receive formative supervision four or more times per year COMMENTS: Formative supervision is defined as: 1. Follow-up on the last visit 2. Case management observation 3. Document analysis 4. Feedback with health agents 5. Problem-solving dialogue with agents	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		6.7
	2000		9
	2001	30	
	2002	50	
	2003	65	
	2004	70	
	2005	75	

Rationale: The purpose of this indicator is to monitor improved quality of services. Health workers receiving supervision are more likely to improve the quality of the health services.

Performance Management Indicator No. 11

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 3.2: Improved performance of health care workers			
INDICATOR 11: Improved health worker performance			
UNIT OF MEASURE: Percent SOURCE: PROSAF (Management Assessment) LEVEL: Borgou region (B) and Ouémé (O) INDICATOR DESCRIPTION: Percent of observed client- provider encounters in which health workers: complied with essential IMCI norms. COMMENTS: Compare AIMI IMCI data in Oueme to Borgou data. Essential norms for IMCI were determined by PROSAF staff in consultation with DDS, based on national norms and standards of care.	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		B: 0 O: -
	2000		B: 0 O: -
	2001	B: 15 O: 40	
	2002	B: 25 O: 60	
	2003	B: 50 O: 67	
	2004	B: 55 O: 72	
	2005	B: 60 O: 80	

Rationale: The purpose of this indicator is to monitor improved quality of services. Clients experiencing a more positive encounter are more likely to return in the future.

Performance Management Indicator No. 12

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR .4.1: Increased knowledge of prevention measures and appropriate behaviors			
INDICATOR 12: Knowledge of malaria prevention			
UNIT OF MEASURE: Percent SOURCE: PROSAF (KAP Survey-Borgou); AIMI (KAP Survey-Oueme), PSI (KAP Survey-National) LEVEL: National (N); Ouémé (O); Borgou (B). INDICATOR DESCRIPTION: Percent of people who cite mosquito nets as a means of preventing malaria. COMMENTS: Data is presented for the Borgou (B) and Oueme (O) regions, and National level (N) Data is left disaggregated since three separate Partners are collecting it; they are all using a tool created by PSI.	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		N: 42 O: 25 B:
	2000		N: O: B: 55
	2001	N: 45 O: 35 B: 60	
	2002	N: 55 O: 55 B: 65	
	2003	N: 60 O: 60 B: 70	
	2004	N: 70 O: 70 B: 75	
	2005	N: 75 O: 75 B: 85	

Rationale: USAID Partners are implementing IEC/BCC activities that focus on malaria prevention using mosquito nets. This indicator is designed to measure the change in understanding of the population that mosquito bites cause malaria and that sleeping under insecticide-treated nets prevents malaria.

Performance Management Indicator No. 13

OBJECTIVE: Increased Use of Family Health Services and Prevention Measures in a Supportive Policy Environment APPROVED: 3/98 COUNTRY/ORGANIZATION: USAID/Benin			
RESULT NAME: IR 4.1: Increased knowledge of prevention measures and appropriate behaviors			
INDICATOR 13: Knowledge of methods to reduce risk of HIV infection			
UNIT OF MEASURE: Percent SOURCE: New HIV/AIDS Activity LEVEL: National and Borgou INDICATOR DESCRIPTION: Percent of Men and women who can identify two or more correct methods for reducing risk of HIV infection. COMMENTS: Women (aged 15-49) and Men (aged 15-64). The 1996 DHS did not collect data on this indicator. USAID/Benin new HIV/AIDS prevention activity, which will begin early FY2002 will collect baseline data. Correct methods include: <i>DHS specified methods</i>	YEAR	PLANNED	ACTUAL
	1996		
	1997		
	1998		
	1999		
	2000		
	2001		
	2002	B: N:	
	2003	B: N:	
	2004	B: N:	
	2005	B: N:	

Rationale: Knowledge of correct methods to avoid HIV may increase demand and hence condom use or other prevention measures. However, it should be noted, that correct knowledge about prevention does not necessarily mean there are no incorrect beliefs about those methods (*USAID Handbook of Indicators for HIV/AIDS/STD Programs, Draft 2/00, p. 34-35*). Program managers may wish to view the disaggregated data (i.e. sex or age group) to provide useful pointers to gaps in information flows.

PERFORMANCE MANAGEMENT INDICATORS

SPECIAL OBJECTIVE: DEMOCRACY AND GOVERNANCE

Performance Management Indicator No. 1

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Improved Governance and Reinforced Democracy			
Indicator: Degree of electorates' satisfaction of the legitimacy of the electoral authority as manager and arbiter of the electoral process			
Unit of measure: Degree of satisfaction(scale)	Year	Planned	Actual
Source: Focus Group Survey reports	1998	--	--
Indicator Description: The level of confidence that the Beninese electorates have in the Electoral Commission.	1999	--	--
	2000	--	--
	2001	1/5	
	2002	1/5	
Comments: The scaling method will be used in data collection, with scale 1/5 showing weakness and scale 5/5 demonstrating efficiency. Given that the Beninese Electoral Commission may not have the same electoral staff as its Permanent Administrative Secretariat, attaining the highest scale may not be possible. This indicator will be traced with elections to assess progress on elections administration. We will conduct a post-elections survey in 2001 to determine the actual baseline. Planned targets figures may change annually as from the March 2001 Presidential elections The next elections are scheduled for the first quarter of 2001 (municipal elections) and 2003 (legislative elections).	2003	2/5	
	2004	2/5	
	2005	3/5	

Performance Management Indicator No. 2

SpO

SpO			
Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Improved Governance and Reinforced Democracy			
Indicator: Targeted communes with functional and effective mechanisms for citizens participation in decision-making			
Unit of measure: Number per year	Year	Planned	Actual
Source: TBD	1998	--	--
Indicator Description: Selected communes with functional and effective mechanisms are those that: -take into account citizen’s input in majority of key decisions - are able to mobilize financial resources - run transparent, accountable operations -have distinct organs with governance executive roles, that are full operational	1999	--	--
	2000	--	--
	2001	TBD	TBD
	2002	TBD	
Comments:. Since local elections are pending no data is available at this point.	2003	TBD	
	2004	TBD	
	2005	TBD	

Performance Management Indicator No. 3

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Increased participation of civil society in national decision-making			
Indicator: Number of BINGOS NGOs that scored over 50% in transparency and honesty			
Unit of measure: Total count per year	Year	Planned	Actual
Source: Annual reports of the Democratic Governance Network (RGD)	1998	--	8 (baseline)
Indicator Description: Actual number of BINGOS NGOS -whose credibility enables them to mobilize financial resources -are engaged in running transparent, accountable operations -have distinct organs with governance executive roles, that are full operational	1999	--	41
	2000	--	55
	2001	60	
	2002	65	
Comments: As from calendar year 2001, the governance network Réseau de Gouvernance Democratique (RGD) which was created from the BINGOS project, will continue with training of rural based NGOs and development groups. It is anticipated that the RGD with USAID’s support will have enough skills to continue strengthening other NGOs.	2003	70	
	2004	75	
	2005	80	

Performance Management Indicator No. 4

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Increased participation of civil society in national decision-making			
Indicator: Number of government decisions influenced by civil society organizations			
Unit of measure: Number per year	Year	Planned	Actual
Source: National Assembly report	1998	--	--
Indicator Description: the cumulative number of decisions made by government through the instigation of Beninese civil society organizations	1999	--	--
	2000	--	2 (baseline)
	2001	4	
Comments: Though civil society organizations appear to be functioning better, most of them do little or no advocating for citizens’ needs. USAID intends to provide more technical support to enable them to advocate more for change at all levels of governance. We expect to see more NGOs involvement in the legislative and regulatory process..	2002	6	
	2003	8	
	2004	10	
	2005	12	

Performance Management Indicator No. 5

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Strengthened mechanisms to promote transparency and accountability			
Indicator: Number of public accounts audited annually by Supreme Audit Institutions			
Unit of measure: total count per year	Year	Planned	Actual
Source: Chamber of Accounts and Office of the Inspector General of Finance annual activity reports.	1998	--	--
Indicator Description: Number of public accounts audited annually by the SAI (Office of the Inspector General of Finance and the Chamber of Accounts) for which audit reports have been approved by the government	1999	--	54--
	2000	--	77
	2001	109	
Comments:. We are working with the new President of the Chamber of Accounts to upgrade it to a Court of Accounts. As from 2001 it is anticipated that this change in management will enable to Chamber of Accounts to conduct more public audits to supplement those of the Office of the inspector General of Finance.	2002	127	
	2003	137	
	2004	147	
	2005	157	

Performance Management Indicator No. 6

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Strengthened mechanisms to promote transparency and accountability			
Indicator: Quality of media investigation and reporting of corruption			
Unit of measure: scale per year	Year	Planned	Actual
Source: Focus group survey reports by anti-corruption NGOs or networks	1998	--	--
Indicator Description: Level of acceptance by citizens that local media produce quality and investigated reports on corruption	1999	--	1/5
	2000	--	1/5
	2001	2/5	
Comments: Given the level of corruption and influence on journalists mostly from political actors, reporting in the local media is generally considered poor and unprofessional. We will support local journalists to improve their reporting skills. We expect that trends will be gradual and that improvement may be apparent as from 2005.	2002	2/5	
	2003	2/5	
	2004	2/5	
	2005	3/5	

Performance Management Indicator No. 7

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Improved environment for decentralized private and local initiatives			
Indicator: Percentage of loans issued by USAID-funded micro-credit institutions serving very poor women			
Unit of measure: Percentage per year	Year	Planned	Actual
Source: Management Information Systems of VITAL-FINANCE or any local micro-finance institutions which will receive USAID loan funds	1998	--	--
Indicator Description: Percentage of loans issued to very poor women within disadvantaged communities whose assets are less than \$333.	1999	--	80% (baseline)
	2000	80%	85%
	2001	80%	
Comments: The fall and stagnancy in projections for 2001/2002 and 2003/2004 are due to the fact that the local micro-finance institution VITAL-FINANCE, created from the VITA (USPVO) activity will solely manage the activity as 2001. Partnership with ATI will increase loans to gardeners and welders who are predominantly men. As loan to these clients increase, loans to women entrepreneurs will somewhat decrease.	2002	80%	
	2003	82%	
	2004	82%	
	2005	85%	

Performance Management Indicator No. 8

Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: Improved environment for decentralized private and local initiatives			
Indicator: Number of consultation meetings held between the local government and civil society in targeted communes			
Unit of measure: Number per year	Year	Planned	Actual
Source: Local council meeting reports/minutes	1998	--	--
Indicator Description: Number of meetings on development issues held between local councils and NGOs in selected communes. The least number of NGOs attending such meetings must make up at least 10% of the total number of NGOs working in that locality.	1999	--	--
	2000	--	--
	2001	--	4 (baseline)
Comments: USAID will start collecting data on this indicator after the Municipal elections scheduled for last quarter 2001 are held. Given the competition and the level of distrust that actually exist between central government and NGO, we do not expect that local councils will readily embrace NGO participation in council meetings at the beginning of the process. We believe that USAID’ s technical assistance and training will facilitate collaboration between the two parties especially in education and health.	2002	6	
	2003	8	
	2004	10	
	2005	12	

Performance Management Indicator No. 9

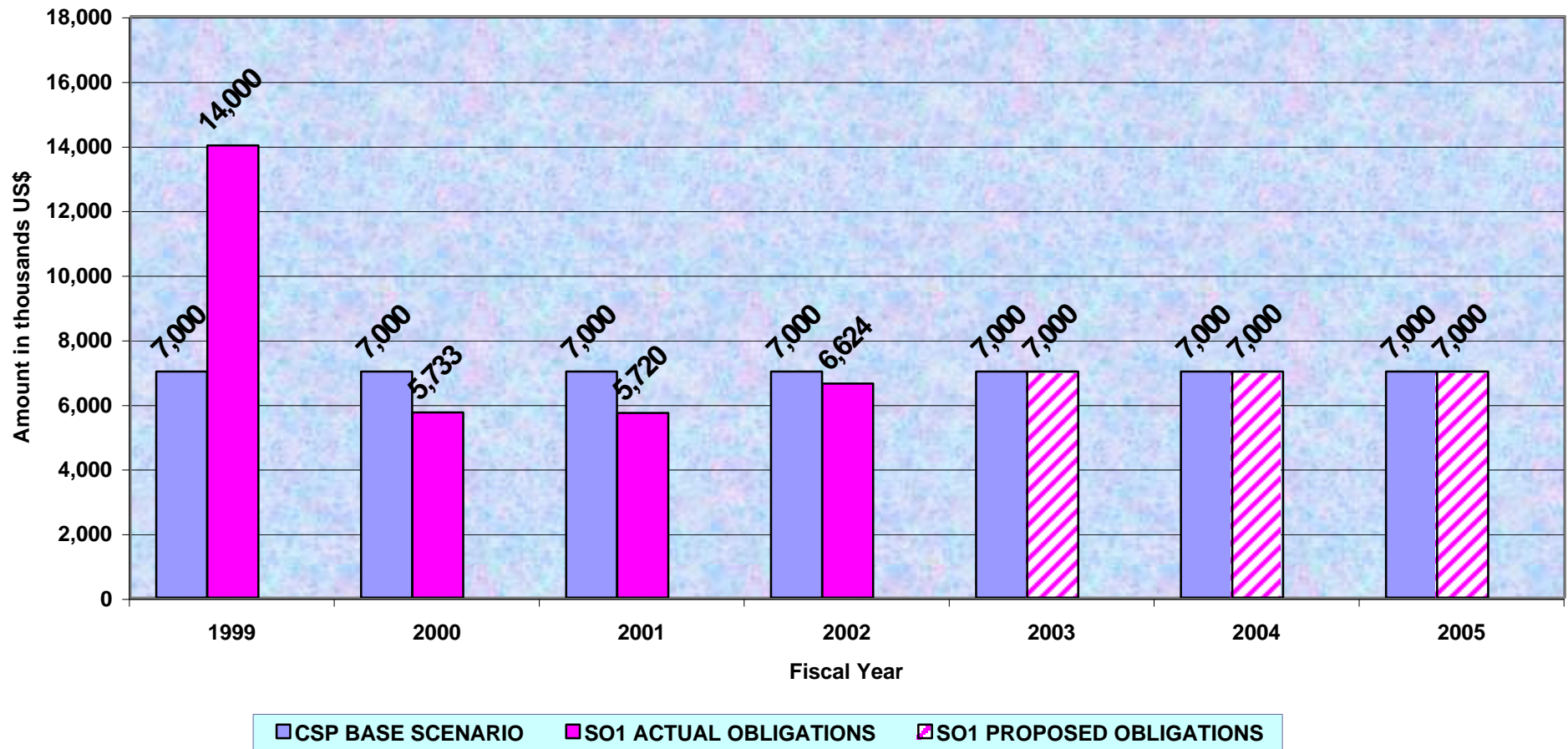
Objective Name: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization : USAID/Benin	
Result Name: A strengthened, more independent and representative legislature			
Indicator: Percentage of total number of laws initiated annually by the National Assembly			
Unit of measure: percentage per year	Year	Planned	Actual
Source: National Assembly Law Repertory	1999	--	--
Indicator Description: Percentage of laws initiated by parliamentarians themselves over the total number of laws voted annually by the National Assembly.	2000	--	4%
	2001	5%	
	2002	8%	
	2003	11%	
Comments: USAID’s assistance in this sector which started in 2000 is helping the legislators understand their legislative role and the advantages of drafting laws instead of depending on the executive branch to propose laws. As from 2001, we expect trends to rise to at least 3% per year.	2004	14%	
	2005	16%	

Performance Management Indicator No. 10

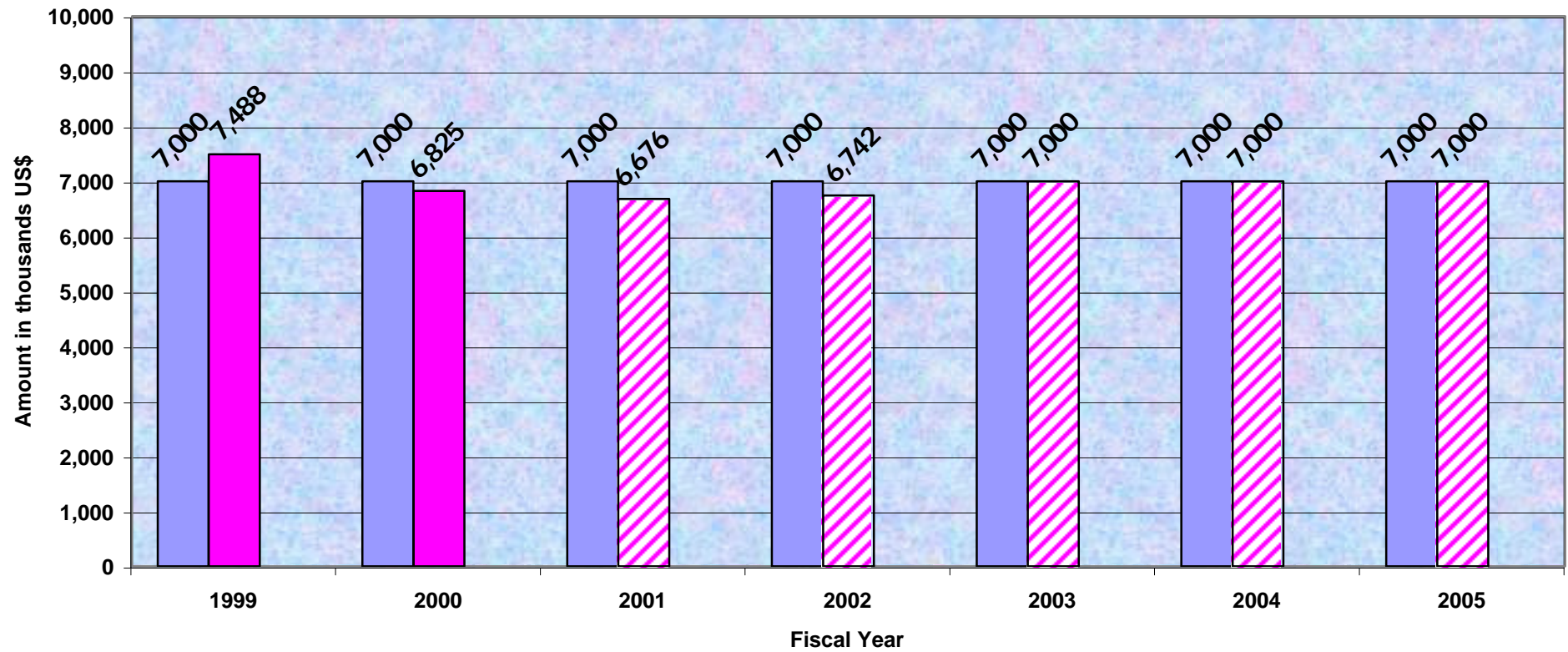
Objective: Improved Governance and Reinforced Democracy			
Objective ID: 680-003-01 Special Objective (SpO 1)			
Approved: March 1998		Country/Organization: USAID/Benin	
Result Name: A strengthened, more independent and representative legislature			
Indicator: Number of hearings/local consultations held by National Assembly deputies with their electorates			
Unit of measure: Number per year	Year	Planned	Actual
Source: USAID organized focus group surveys	1998	--	25-
Indicator Description:. Number of formal meetings conveyed by National Assembly deputies in target constituencies to discuss citizens’ needs.	1999	--	40
	2000	--	55
	2001	70	
	2002	90	
Comments: This indicator will help trail parliamentarians’ interaction with their constituents after they have been elected into office. We anticipate that our technical assistance will help sensitize and encourage legislators to meet often with their constituents to help them initiate and pass laws that of relevance to their respective constituents.	2003	110	
	2004	130	
	2005	150	

TAB 2 - PROPOSED CSP EXTENSION BUDGET

EDUCATION STRATEGIC OBJECTIVE PLAN VS. ACTUAL/PROPOSED OBLIGATIONS



HEALTH STRATEGIC OBJECTIVE PLAN VS. ACTUAL/PROPOSED OBLIGATIONS

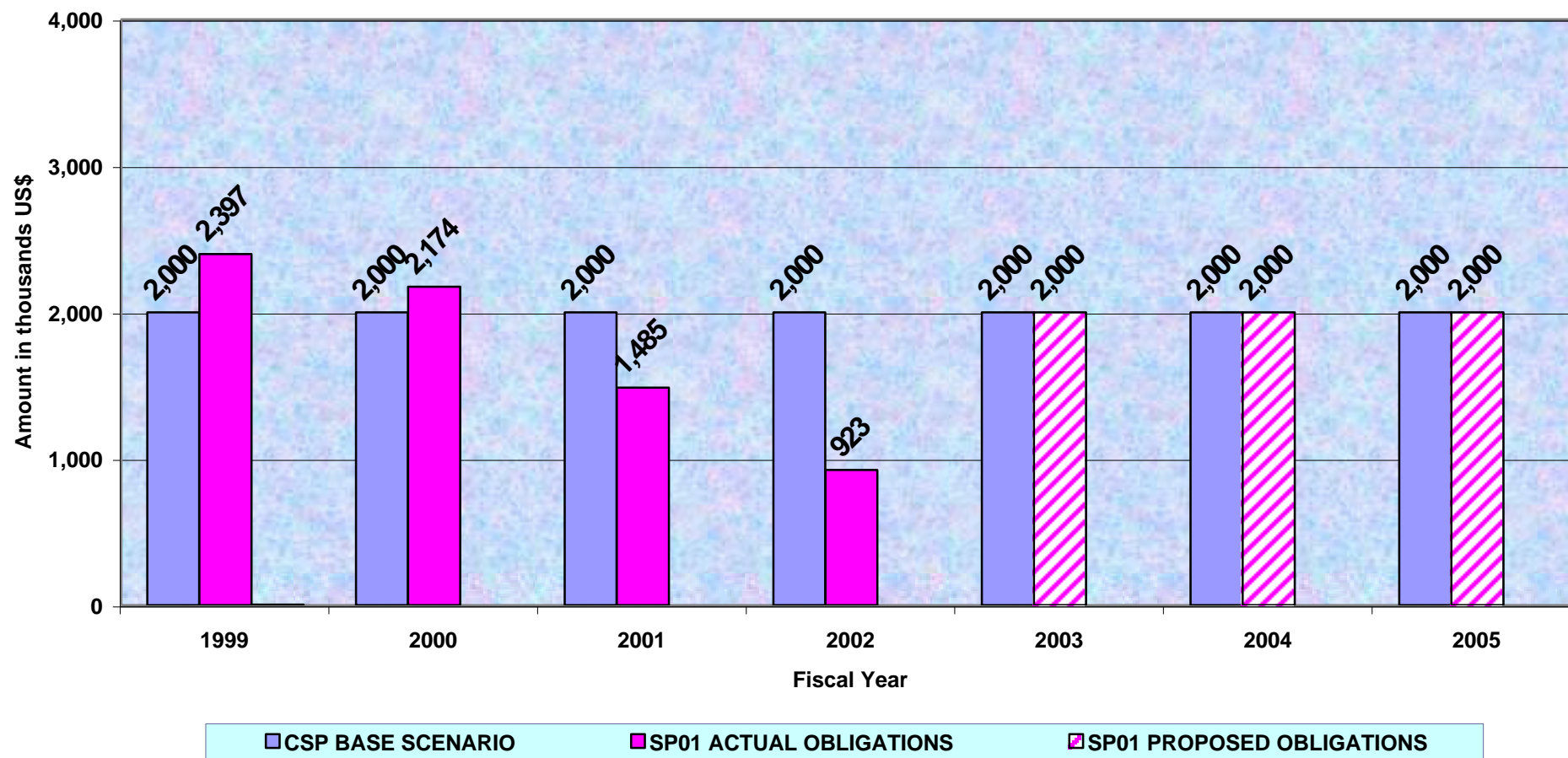


■ CSP BASE SCENARIO

■ SO2 ACTUAL OBLIGATIONS

▨ SO2 PROPOSED OBLIGATIONS

DEMOCRACY & GOVERNANCE SPECIAL OBJECTIVE PLAN VS. ACTUAL/PROPOSED OBLIGATIONS



TAB 3 - USAID/BENIN PIPELINE ANALYSIS

USAID/BENIN PIPELINE UNDER CONTROL

ACTUAL FY 2000 PIPELINE CLOSE TO FY 2002 R4 PROJECTIONS

- Overall program pipeline in FY 1999 was \$43.8 million, and reached the peak of the pipeline trend.
- Mission projected to reduce its pipeline by the end of FY 2000 to 72% of FY 99 levels. The Mission actually reduced its pipeline to 77% of FY 99 levels. It means that our projections were only 5% off.
- The overall program pipeline at the end of FY 2000 was \$33.6 million. In other words, the Mission reduced its pipeline by \$10.2 million during the fiscal year 2000.
- The overall program pipeline at the end of FY 2000 is within the maximum length of allowable forward funding with 16 months of pipeline.
- The length of pipeline at the end of FY 2000 varies by SO. The Education SO, Family Health SO, and Democracy and Governance SPO pipelines were within the maximum length of allowable forward funding with 18, 16, and 12 months of pipeline.
- The actual FY 2000 obligation level of \$14.2 million was a little higher than projected \$13.9 million.. This difference is due to additional ESF funds obligated under Democracy and Governance SPO for specific activities (presidential election support, and contribution to International Conference on New and Reestablished democracies).
- The Mission projected to expend \$26.1 million during the FY 2000. The actual level of overall program expenditures was \$24.4 million. It means that the Mission reached 94% of projected expenditures.
- The difference between actual FY 2000 expenditure levels and the projections varies by SO. The Education SO reached 94% of projected expenditures, Family Health SO reached 87% of projected expenditures, and Democracy and Governance SPO reached 117% of projected expenditures.
- By 2003, based on the current elevated expenditure trends presented in the FY 2003 R4, the Mission's pipeline is expected to be less than five months of projected expenditures.

CONCLUSIONS

- USAID/Benin continues to clearly demonstrate that the overall program pipeline is under its control.
- The pipeline problem should no longer be a reason for continuing of severe budget cuts, especially under the Democracy and Governance SPO.
- In addition to on-going and planned program activities, several staff involved in project management will be transferred from OE to program in FY 2001. Therefore it will increase the Mission's needs in program funds.
- USAID/Benin request AFR Bureau support of our request of \$16 million CSP level from FY 2002 through the CSP extension request period of 2005.